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ABSTRACT

This book consists of more than 400 annotated abstracts representing the literature produced in 1974 relevant to the field of organizational communication. The objectives of this book are to provide a general structure through which students, scholars, and practitioners might obtain comprehensive information on recently published and unpublished literature in this field; to design and implement a suitable classification system for the literature of organizational communication; and to provide abstracts of literature for the year 1974. The introduction presents a rationale for the project, a review of research methods developed by the authors for the preparation of abstracts, and a statement of limitations as to both the completeness of the coverage and the classifications of the literature. The abstracts are divided into nine classifications, with each classification further divided into two subclassifications: books and dissertations; and articles, papers, and U.S. Government publications. (Author/TS)

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ORGANIZATIONAL COMMUNICATION ABSTRACTS 1974

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ABSTRACT

The objectives of this work are threefold: (1) to provide a general structure for students, scholars, and practitioners to obtain comprehensive information on recently published and unpublished literature in the field of organizational communication; (2) to design and implement a suitable classification system for the literature of organizational communication; and (3) to provide abstracts of the literature for the year 1974 in the form of a classified and annotated bibliography.

There is first presented a rationale for the project; then, a review of research methods developed by the authors for the preparation of abstracts; and finally, a statement of limitations both as to the completeness of the coverage and the classifications of the literature.

The main body of the paper consists of more than 400 annotated abstracts intended to represent the literature produced in 1974 relevant to the field of organizational communication. The abstracts are divided into nine classifications and each classification is further divided into two subclassifications: (1) books and dissertations, and (2) articles, papers, and U.S. Government publications.

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INTRODUCTION

The need for an annotated bibliography in the field of organizational communication has been recognized by professional communication associations and independent surveys of communication specialists.[1] To the present day, no administrative structure exists whereby students and practitioners can easily obtain comprehensive information as to new literature in organizational communication. A substantial number of writings are constantly being generated but broad knowledge of such writings are limited to relatively few persons due to the extraordinary effort required to locate and screen the newly published books, dissertations, and articles, and the relative scarcity of journal space for the broad dissemination of manuscripts.

The basic purpose of this work is to make available information as to recent writings in organizational communication and to present that information in a form that closely relates to the specialized interests of academic and practitioner readers. The presentation provides an explanation of the research methods developed by the authors and employed by the committee of research associates,[2] a statement of limitations relative to the product achieved, and a classified annotated bibliography of more than 400 writings of 1974 in the field of organizational communication.

RESEARCH METHODS

The Classification System

Because no standard classification system existed for the many variables covered by organizational communication writers, the first concern of the authors was to develop categories that would permit large numbers of bibliographical references to be grouped in a meaningful manner. After a review of existing systems, the following taxonomy was adopted:[3]

--Interpersonal Communication in Organizations
--Intra-Group Communication in Organizations
--Inter-Group Communication in Organizations
--Communication Factors and Organization Goals
--Skill Improvement and Training in Organizational Communication
--Communication Media in Organizations: Software and Hardware
--Communication System Analysis in Organizations
--Research Methodology in Organizational Communication
--Texts, Anthologies, Reviews, and General Bibliographies Relative to Organizational Communication

Table 1 contains a detailed definition of each of the classification titles. For example, in reference to the first classification, "Interpersonal Communication in Organzations," it is noted that this section of the taxonomy includes general discussions of superior-subordinate relationships, transactional analysis, counseling, conflict, and managerial style, as well as writings resulting from laboratory and field studies of credibility, status, roles, feedback, and listening. In similar manner, each of the other eight classes of the literature are defined in Table 1.

TABLE 1

A Taxonomy of Organizational Communication Literature
Definition of Classifications

Interpersonal Communication in Organizations:

Literature analyzing factors relative to the interpersonal situation in the organization, originating in the dyadic relationship, the workgroup, or in conferences.

Factors analyzed may include credibility, trust, status, nonverbalization, knowledge, cognitive similarity, roles, redundancy, feedback, listening, semantics, etc.

Topics in this classification include superior-subordinate relationships, transactional analysis, counseling, conflict, behavior, perception, human relations, managerial style, personal characteristics of managers, and certain works relative to management by objectives.

Intra-Group Communication in Organizations:

Literature including the above-indicated dimensions of interpersonal communication but distinguished by the fact that the interacting parties are members of the *same* group.

Groups analyzed include specific functional departments, line, staff, labor, management, consumers, government bodies, etc.

Topics in this classification include participation, conflict, group-size, individual behavior in groups, and group productivity.

Inter-Group Communication in Organizations:

Literature including the above-indicated dimensions of interpersonal communication but the distinguishing element is that the interacting parties are representatives of *different* groups.

Groups involved may be different departments in the same organization, line-staff, labor-management, organization-customers, government-taxpayers, etc.

Topics in this classification include coordination, collaboration, inter-organizational conflict, negotiation, effects of hierarchical organization, influence of interest groups, and external communication.

Communication Factors and Organization Goals:

Literature analyzing the influence of causal communication factors on the intervening and end-results organization variables.

Causal communication factors include communication attitudes, communication satisfaction, and communication planning, including motivation via communication.

Intervening and end-result variables include organizational performance, morale, conformity to plans, adaptability including organization change, and productivity.

Contains all studies primarily concerned with the influence of communication on organizational effectiveness.

Topics in this classification include organizational climate, job satisfaction, decision-making, problem-solving, management by objectives, participation, leadership, motivation, innovation, change, adaptability, and productivity.

Skill Improvement and Training in Organizational Communication:

Literature concerned with communication skill improvement, verbal, written, and nonverbal, including public speaking, meetings, group process, writing skills, listening, and interpersonal skills as in selling, interviewing, and counseling.

Includes training programs, training needs, training materials, training techniques, learning principles, training course syllabi and descriptions.

Topics in this classification include training laboratories, games, role playing, programmed instruction, discussion techniques, and the use of film and videotape.

Communication Media in Organizations: Software and Hardware:

Literature concerned with one or more phases of the media as the primary element of study in relation to the fundamental communication variables and their effectiveness.

Communication media relates to both software and hardware including oral media, written media, telephonic media, audiovisual media, electronic media, and nonverbal media.

Topics in this classification include document retrieval systems, information systems, computer capabilities, and management by objectives as a technique.

Communication System Analysis in Organizations:

Literature concerned with case studies of the overall organization or with subunits thereof; communication evaluation, audit or examination of effectiveness; communication networks; communication direction, upward, downward, horizontal; communication diffusion, as in grapevine studies, or ecco analysis studies; and other forms of organization communication analysis including organization development studies.

Topics in this classification include communication network structures, information requirement analyses, data base models, management analysis of communication, change-agent topics, general systems theory, cybernetics, and certain organizational climate studies.

Research Methodology in Organizational Communication:

Literature concerned with research instruments, scales, tests, needs, and validation reports.

Includes field research strategies, problems, techniques, and specialized bibliographies restricted to this class.

Texts, Anthologies, Reviews, and General Bibliographies Relative to Organizational Communication:

Literature that may be regarded as a text, collection of outstanding writings, or general bibliography.

Includes interpretative literature reviews relevant to the nature of the field, overviews of writings and research, recommended areas for research, shortcomings of research, etc.

Excludes texts, anthologies, reviews, and bibliographies devoted to only one of the other classifications. Such specialized works are classified under the particular area concerned.

Two standard subclassifications were selected to segregate the larger works of books and dissertations from the briefer writings found in articles, papers, and U.S. Government publications. A glance at the annotated references will indicate that books and dissertations have been listed first under each major class, followed by articles and papers related to that same class.

Research Characteristics of the Literature

To help the reader gain a broader understanding of the particular reference, there has been an attempt to indicate the research nature of the writing--whether a laboratory study, field study, or a nonempirical work. For this purpose, one of the following abbreviations appears at the end of each of the annotated references:

LS--laboratory study
FS--field study
PD--prescriptive-descriptive work
TC--theoretical-conceptual piece

In general, it was easy to identify a laboratory study (LS), or a field study (FS), but it was much more difficult to distinguish a prescriptive-descriptive (PD) work from a theoretical-conceptual (TC) writing. The utility of such a distinction in nonempirical works is now considered doubtful.

Time Period Covered

The intent of this project has been to provide an annotated bibliography for the literature appearing in the year 1974. However, soon after starting the investigation, it became evident that we had to compromise with the calendar year as a time period, or we would be unable to find a publishing outlet in 1975 due to the required time for editing, collating, etc. Therefore, it was decided that the year 1974 would be liberally interpreted as the period October 1,

1973 through September 30, 1974, so that editing might be completed by February 1975, and timely publication possible by mid-year 1975.

In addition, due to the sheer mass of work involved in reviewing all periodicals, books, dissertations, and unpublished papers, it was decided that maximum use should be made of existing abstract services, but where deficiencies were realized, individual periodicals would be reviewed and abstracted by committee members. Thus, where the original publication is not the source of the abstract, and where a committee member is using an abstract service (e.g., *Dissertations Abstracts International*), then the October 1, 1973 through September 30, 1974 dates refer to the dates of the publication of the particular abstract service. This means that our abstracts for the year 1974 have many 1973 and some 1972 dates because these items of literature were first abstracted by the services consulted during the months of October 1973 through September 1974. Hence, the research method results in providing abstracts for writings prior to 1974, in some cases, and does not provide abstracts for some writings published in 1974 because such writings have not as yet been abstracted.

Investigations of the Literature--Sources

Each member of the committee had one or more areas of the literature to investigate, reference, annotate, and classify both in terms of the literature classification and the research characteristic. The literature divisions are listed below, with reference to the committee member responsible, and the sources utilized for the preparation of annotated abstracts.

Books: Mark Hickson III and Charles Tardy, Mississippi State University. Sources: *Catalog of Copyright Entries: Third Series*, Vol. 26, Part I, Number 2, Section 3 (Washington, DC: U.S. Government Printing Office, 1974); *Subject Guide to Forthcoming Books*, New York: Bowker, 1972, 1973, 1974); book reviews and advertisements in organizational communication journals; books sent by publishers in response to letters forwarded to the major publishers of books on organizational communication.

Raymond L. Falcione, University of Maryland. Sources: *Communicontents*, a monthly publication containing abstracts of books in the field of communication, edited by N.K. Perrill and Jerry Buley, Arizona State University, Tempe, AZ.

Dissertations: Howard H. Greenbaum, Motor Parts Industries, Inc., and Raymond L. Falcione. Sources: *Dissertation Abstracts International, Humanities and Social Sciences*, October 1973-September, 1974. Each monthly issue was examined for dissertations relative to organizational communication sponsored by the following seven disciplines: Business Administration, Economics, Educational Administration, Public Administration, Sociology, Social Psychology and Speech.

Published Articles: Robert M. Carter, General Motors Institute. Sources: Periodicals listed in Robert Carter's *Communication in Organizations: An Annotated Bibliography and Sourcebook*, (Detroit, MI: Gale Research Company, 1972); and articles referenced in *Applied Science and Technology Index, Business Periodicals Index, Engineering Index, Personnel Management Abstracts*, and *Public Affairs Information Service Bulletins*.

Cal W. Downs, University of Kansas. Sources: *Academy of Management Journal, California Management Review, Human Relations, Journal of Business Communication, MSU Business Topics, Organizational Dynamics, Organizational Behavior and Human Performance*, and *Public and Personnel Management Journal*.

Raymond L. Falcione. Sources: *Management Review, Personnel, Personnel Journal, Personnel Psychology*, and *Harvard Business Review*.

Norman R. Page, California State University, Fullerton. Sources: *Business Periodicals Index, Psychological Abstracts, Personnel Management Abstracts*. This search was limited to articles relative to organizational communication technology, and included personal correspondence with the known specialists in this area.

Howard H. Greenbaum. Sources: *Current Index to Journals in Education*, (New York: Macmillan Information, Macmillan Publishing, 1973, 1974). From indexing and abstracting supplied by the ERIC system, the *Current Index to Journals in Education* currently covers more than 700 publications, providing abstracts of articles relevant to all fields of education. Included in the periodicals covered are many publications of interest to the field of organizational communication including, but not limited to, *Administrative Science Quarterly, Training and Development Journal, Journal of Communication,*

and all of the regional and other journals concerned with communication. Articles and abstracts were selected from the Annual Cumulation 1973 and the Semi-Annual Cumulation, January-June 1974.

Unpublished Papers: Patrick Kennicott and Charles Harpole, Educational Resources Information Center (ERIC) Clearinghouse on Reading and Communication Skills, Speech Communication Module, Speech Communication Association. Sources: *Research in Education*, (Washington, DC: U.S. Government Printing Office, 1973, 1974). Unpublished papers were selected from the monthly volumes of *Research in Education*, October 1973-September 1974, an abstract journal sponsored by the Educational Resources Information Center (ERIC) with the purpose of publishing abstracts of recently completed research and research-related reports in all fields of education. Full texts of the documents indexed in *Research in Education* are available on microfiche in research libraries or directly on order from EDRS, P.O. Box 190, Arlington, VA 22210.

U.S. Government Publications: Raymond L. Falcione. Sources: *Package Index for Government Test and Evaluation Reports--Field of Interest #5 (Behavioral and Social Sciences)* printed by the Government Printing Office, and published by the National Technical Information Service, Department of Commerce, Washington, DC.

RESEARCH LIMITATIONS

Contents of Bibliography

Despite the fact that several hundred abstracts are presented herein as new works in the field of organizational communication during the year 1974, it is realized that many other published and unpublished writings have not come to the attention of the research group. *Unpublished* papers may not appear here because they were not processed by the ERIC organization and published in abstract form during the period October 1973 through September 1974. In some cases, the papers may not have been presented to ERIC, and if presented, not accepted for publication. In other cases, the papers may have been accepted but are scheduled to appear in the monthly issue of *Research in Education* subsequent to September 1974. If the work of this research committee is to be continued for another year, these latter abstracts will be encountered and included in the next

publication.

In the area of *published* writings, our general procedure of using existing abstract services has led to the condition where we do not report certain works published in 1974 since they have not yet been abstracted by the reference employed, and we do report works finished in 1973 and even 1972, where the authors delayed submitting abstracts so that such abstracts were not published until 1974. Again, this kind of limitation can be minimized by the consistent application of the principle of utilizing abstracts published by other services, so that missing materials of one year will appear in the next annual publication of *Organizational Communication Abstracts*.

In general, we feel that more direct abstracting of periodicals and other works could increase the completeness of the coverage. With this in mind, thirteen of the major periodicals were directly abstracted, and these were chosen after realizing that they were important to the field but were not found in the existing abstract services, as outlined above.

Classifications of Abstracts

The classification system for the categorizing of the literature is probably subject to differences of opinion. As a first attempt, it is hoped that this particular taxonomy can be accepted as a useful vehicle until further experience and discussion yields improvements. Certainly it can benefit from subclassifications within each of the nine major categories. Also, open discussions and papers at the meetings of the American Business Communication Association, the International Communication Association, and the

Academy of Management can lead to changes in the basic classifications and clarification of the detailed definitions provided for each of the classification titles.

Most of the articles, books, and dissertations were easily assigned to one of the nine classes, but in certain cases, where a work was seemingly applicable to more than one class, there was considerable indecision and effort placed upon classifying what was considered the primary focus of the work. Thus, a study of feedback between administrators and subordinates might be classified as intra-group communication or inter-group communication; and a study of communication networks might be classed as system analysis or intra-group communication, depending upon the particular theme of the author. In any case, we realize that there can be disagreement as to whether a particular work has been classified properly.

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[1]Stacks, Don W., "Organizational Communication: A Survey of Publications," *Journal of Applied Communications Research*, Vol. 2 (Summer-Fall 1974), pp. 67-74; also see minutes of the 1973 and 1974 business meetings of Division 4 (Organizational Communication) of the International Communication Association.

[2]The committee of research associates was established in April 1973 as a working committee of Division 4 (Organizational Communication), International Communication Association, co-chaired by Mark Hickson, III and Howard Greenbaum. Since April 1974 the same committee has been co-chaired by Howard Greenbaum and Raymond Falcione, with other active members including Robert Carter, Cal Downs, Mark Hickson, III, Charles Harpole, Patrick Kennicott, Norman Page, and Charles Tardy.

[3]In the development of this taxonomy, major dependence was placed on the article by Mark L. Knapp, "A Taxonomic Approach to Organizational Communication," *The Journal of Business Communication*, Fall 1969, Vol. 7, No. 1, pp. 37-46.

INTERPERSONAL COMMUNICATION IN ORGANIZATIONS

Literature analyzing factors relative to the interpersonal situation in the organization, originating in the dyadic relationship, the work-group, or in conferences.

Factors analyzed may include one or more of the following: credibility, trust, status, nonverbalization, knowledge, cognitive similarity, roles, redundancy, feedback, listening, superior-subordinate relationships, semantics, etc.

The following topics were among those placed in this classification: transactional analysis, counseling, conflict, behavior, perception, human relations, managerial style, personal characteristics of managers, and certain works relative to management by objectives.

BOOKS AND DISSERTATIONS

Boissevain, J. *Friends of Friends: Networks, Manipulation, and Coalitions.* Oxford, England: Basil Blackwell Publishers, 1974.

Discusses the ways patterns of interpersonal relationships are formed, influenced, andchanged; manipulation; and coalitions developed to achieve certain ends. (TC)

Browning, Larry D. *Developing a Grounded Communication Theory: An Approach to Interpersonal Behavior in an Organization.* Ph.D. Dissertation, The Ohio State University, 1973.

Examines how individuals communicate interpersonally in an organizational setting. Results indicate new relationships among variables in group and organizational communication. (TC)

Clement, Stephen D. *An Analytical Field Study of Selected Messages and Feedback Variables in the Officer Hierarchy of The United States Army.* Ph.D. Dissertation, Purdue University, 1973.

Utilizing a combination of descriptive analytic and experimental techniques, this study investigates selected variables related to vertical communication in the officer hierarchy, e.g. message (topic) initiation, feedback, and respondent attitudes. (FS)

Falcione, Raymond L. *A Correlational Analysis of Communication Variables and Satisfaction with Immediate Supervision in a Large Industrial Organization.* Ph.D. Dissertation, Kent State University, 1972.

Analyzes the superior-subordinate relationship in terms of perceived trust, subordinate participation in decision making, and subordinate satisfaction with supervision. Results show a direct relationship between trust and satisfaction, and participation and satisfaction. A direct relationship is also shown between supervisor credibility and satisfaction. (FS)

Gordon, Francine E. *The Effects of Disclosing Different Types and Amounts of Evaluative Information on Interpersonal Relations and Group Performance.* Ph.D. Dissertation, Yale University, 1973.

Studies the effects on motivation and interpersonal processes of publicly disclosing evaluative information. Findings show that the disclosure of salary leads to increased performance, and perceived competiveness, while disclosure of human resource accounting information is associated with decreased performance. (LS)

Inzerilli, Giorgio. *Expert-Client Relationships in Organizational Environments.* Ph.D. Dissertation, Northwestern University, 1973.

Identifies the characteristics of a specialist or expert that induce a client to be trusting. Trust is predicted on the basis of identification, self-regulation, and competence, with the latter accounting for a substantially smaller portion of the variance. Other factors are also related to trust. (TC)

Jackson Jr., Donald W. *An Investigation into the Performance and Feedback Monitoring Abilities of Salesmen Using Selected Interaction Variables.* Ph.D. Dissertation, Michigan State University, 1973.

Examines selling from a communications standpoint. Results show the study was able to differentiate between effective cue monitoring salesmen and less effective monitors. Findings show empathy is important to successful selling. (FS)

Rogers, Percy. *An Analysis of the Role and Communications Dynamics of the Assistant to the City Manager.* D.P.A. Dissertation, University of Southern California, 1973.

Analyzes role relationships of the assistant to the city manager. Results: Assistants in small cities experience greater disjunctions in perceptions; and the lesser perceptual disjunctions among large city respondents reflects superficial relationships with responses based upon organizational stereotypes. (FS)

Ross, Robert F. *Perceived Communication Patterns and Predictive Accuracy of Superior-Subordinate Dyads.* Ph.D. Dissertation, University of Denver, 1973.

Examines communication processes as they relate to accuracy. Concludes that interpersonal communication patterns which consist of explicit messages and which carry threats of criticism and negative reactions are likely to result in higher degrees of accuracy. (FS)

Shainwald, Richard D. *The Effect of Self-Esteem on Opinion Leadership.* Ph.D. Dissertation, University of Georgia, 1973.

Determines the relationship between an individual's level of self-esteem and interpersonal communication

behavior. An analysis of the data indicates that a positive relationship exists between an individual's level of self-esteem and opinion leadership behavior. (FS)

Sussman, Lyle. *Upward Communication in the Organizational Hierarchy: An Experimental Field Study of Perceived Message Distortion.* Ph.D. Dissertation, Purdue University, 1973.

Investigates factors believed to be associated with ways a superior may perceive distortion in messages received from subordinates. Twenty-five factors are identified. (FS)

Thomas, D. R. *Managerial Bias: The Effects of Interpersonal Expectations in a Work Group Situation.* Ph.D. Dissertation, University of Washington, 1973.

Tests the hypothesis that the expectations one person holds about the behavior of another person affects the behavior of the second person. Results show that the hypothesis is not supported by laboratory data. Several explanations are offered. (LS)

ARTICLES, PAPERS, AND U.S. GOVERNMENT PUBLICATIONS

Albrecht, Karl G. "Five Ways to Short-Circuit Your Communication," *Supervisory Management,* Vol. 19, No. 6 (1974), pp. 2-7.

A company president gives a capsule view of the semantics barrier to communication. He lists nine self-examination questions to help the manager avoid semantics traps. (PD)

Arbes, Bill H. and Robert N. Hubbell. "Packaged Impact: A Structured Communication Skills Workshop," *Journal of Counseling Psychology,* Vol. 20, No. 4 (July 1973), pp. 332-337.

Assesses the impact of a structured communications skills workshop on self-referred clients with problems in feeling uncomfortable, awkward, or isolated in their relationships with others.

Austin, David L. "Transactional Interviewing," *Personnel Journal,* Vol. 53, No. 6 (1974), pp. 450-453.

Outlines interviewing techniques for use in hiring, evaluating, promoting, and discharging employees. Suggests that sensitivity to the interviewer and interviewee roles will improve interviewer effectiveness. (PD)

Bassett, Glenn A. "What Is Communication and How Can I Do It Better?" *Management Review,* Vol. 64, No. 2 (1974), pp. 25-32.

Identifies five major facets of communication: verbalization, definitions, control, body language, and sharing experiences, and examines the skills required for effective communication, including listening, self-confidence, self-feedback, and variety of style. (PD)

Beaver, Claude D. and Fred E. Jandt. "Communication Behavior in a Simulated Organizational Setting," paper presented at the Annual Meeting of the Speech Communication Association, New York City, (November 8-11, 1973) 16 p. ERIC ED 087 076.

A simulation model, patterned after the General Motors plant at Lordstown, Ohio is utilized by interpersonal communication students to analyze the problem of alienation among American industrial workers. (LS)

Bhola, H.S. "Effective Communication and Good Communication," *NASSP Bulletin*, Vol. 57, No. 373 (May 1973), pp. 103-109.

Discusses two kinds of communications--effective and good--and their applications for school administrators. (PD)

Blake, Robert W. "I See What You Mean--But Not By Words: Extra-verbal Communication," *ETC: A Review of General Semantics*, Vol. 30, No. 3 (September 1973), pp. 233-243.

Describes the study of Proximics, i.e., body language, and presents a notational system for various types of interaction among people. (PD)

Cathey, Paul J. "Learn About Egospeak--Why No One Listens to You," *Iron Age*, Vol. 212, No. 18 (1973), pp. 37-38.

Cathey explains how a business person can become so wrapped up in himself that he actually ignores others' points of view. He suggests solutions. (PD)

Clary, Thomas C. "Transactional Analysis," *Training and Development Journal*, Vol. 26, No. 10 (October 1972) pp. 14-19.

Presents a practical application of the "I'm O.K., you're O.K." approach to management training and organizational development. (FS)

Dunahee, Michael H. and Lawrence A. Wangler. "The Psychological Contract: A Conceptual Structure for Management/Employee Relations," *Personnel Journal*, Vol. 53, No. 7 (1974), pp. 518-526.

Discusses the manager's necessity to preserve a workable psychological contract with each employee. This psychological contract is an interactive, evolving set of mutual individual and organization expectations and contributions which influences the relationship between manager and the managed. (PD)

Ehat, D.M. and M. Schnapper. "What Your Employees' Nonverbal Cues Are Telling You," *Administrative Management*, Vol. 35, No. 8 (1974), pp. 64-66.

Consultants explain nonverbal behaviors in three categories: interactive, situational, and personal style. They suggest an examination of organizational norms as well as self-study by managers. (PD)

Englesman, Ralph G., Jr., *et al.* "Unscrambling Nonverbal Signals," *Best's Review, Life ed.*, Vol. 74, No. 12 (1974), pp. 30, 32, 34.

A marketing man offers an example of the use of nonverbal cues in the activity of sales. He cites Albert Mehrabian's *Silent Messages* (Wadsworth, 1971). (PD)

Falcione, Raymond L. "The Relationship of Supervisor Credibility to Subordinate Satisfaction," *Personnel Journal*, Vol. 52, No. 9 (1973), pp. 800-803.

An investigation of subordinate satisfaction with immediate supervisor reveals that perceived source credibility factors of safety and qualification are directly related to satisfaction with immediate supervision. (PS)

———. "Credibility: Qualifier of Subordinate Participation," *The Journal of Business Communication*, Vol. 11, No. 3 (Spring 1974), pp. 43-54.

Data was obtained from 145 subjects in four departments of a large industrial organization. Findings suggest that subordinate satisfaction is a function of their participation in decision-making, and perceived supervisory credibility. (FS)

Farmer, James A., Jr., *et al.* "The Report on the Chartering Process," Coast Community College District, Costa Mesa, CA (1973), 180 p. ERIC ED 086 289.

A year-long research project was conducted concerning chartering as a potential management and communications tool in vocational-occupational education. Chartering is defined as a management tool which allows two individuals in the same or related organizations, sharing different levels of the same mission, to achieve an understanding of each other's needs and capabilities by establishing a mutually helpful relationship.

Feld, Lipman G. "Questions You Dare Not Ask Job Applicants," *Administrative Management*, Vol. 35, No. 6 (1974), pp. 20-21, 80, 82.

An attorney warns employment interviewers how to avoid litigation based on Title VII of the Civil Rights Act. One dare not, for instance, inquire about the applicant's previous arrests or place of birth. (PD)

Glazebrook, Floyd M. "The Opportune Moment," *Supervisory Management*, Vol. 18, No. 8 (1973), pp. 30-33.

A Caterpillar Tractor representative offers a case study in which a manager must consider variable factors of optimum time and place to speak to a subordinate. (PD)

Graham, Robert and Milton Valentine. "Management Communication and the Destandardized Man," *Personnel Journal*, Vol. 52, No. 11 (1973), pp. 962-969.

Notes that the manager's job is complicated by the emergence of the 20th century's "mass man." The characteristics

of the three types of "mass man," establishment, counter-culture, and destandardized, require management to attend more actively to communications. Suggestions for producing effective communications are given. (PD)

Heffner, Beth. "Communicatory Accuracy: Four Experiments," *Journalism Monographs*, No. 30 (August 1973), pp. 1-33.

Reviews several models for communicating ideas accurately, attempts to define accuracy, and describes some new ways accuracy can be measured. (PD)

Hegarty, W. Harvey. "Supervisors' Reactions to Subordinates' Appraisals," *Personnel*, Vol. 50, No. 6 (1973), pp. 30-35.

Presents findings of supervisors' reactions to their own subordinates' appraisals. Eight hundred fifty nonacademic employees at the University of North Carolina were surveyed and the findings show that supervisors do want to know where they stand with their employees and do welcome constructive criticism. (FS)

Hall, Jay. "Interpersonal Style and the Communication Dilemma: I. Managerial Implications of the Johari Awareness Model; II. Exposure and Feedback Used as a Function of Managerial Style; III. Personality Traits and Use of Exposure and Feedback," *Human Relations*, Vol. 27 (1974), pp. 381-399.

Three related studies explore communication effectiveness in relation to managerial practices, feedback, interpersonal exposure, and personality traits. The sample consists of 1000 males ranging across the complete spectrum of management. (FS)

Heston, William M. "Communications and the Plant Administrator," *American School and University*, Vol. 46, No. 2 (October 1973), pp. 35-40, 42.

Helpful advice to buildings and grounds administrators on how to sell plant operation programs to the college chief administrator. (PD)

Holder, Jack J. "The Uncommunicators," *Supervisory Management*, Vol. 18, No 7 (1973), pp. 8-14.

An executive presents six case studies of individuals with organizational communication problems ranging from poor timing to the exclusive use of memos. (PD)

Jensen, J. Vernon. "Communicative Functions of Silence," *ETC: A Review of General Semantics*, Vol. 30, No. 3 (September 1973), pp. 249-257.

Analyzes the function silence performs in personal, social, and political communications, citing numerous examples. (TC)

Leslie, David W. "Conflict Management in the Academy: An Exploration of the Issues," *Journal of Higher Education*, Vol. 43, No.

9 (December 1972), pp. 703-719.

Discusses useful methods of conflict management for higher education institutions. (PD)

Lewis, Phillip V. "Body Language: Nonverbal Behavior as a Communicative Stimulus," *ETC: A Review of General Semantics*, Vol. 30, No. 3 (September 1973), pp. 245-247.

Presents a brief sketch of the implications of research into body language and nonverbal communication. (TC)

Magee, Richard H. "How to Sell a Career Opportunity," *Personnel Journal*, Vol. 53, No. 8 (1974), pp. 583-587.

Outlines specific communication steps the company interviewer should use to make a job offer to a prospective employee and subtly persuade him that a career with the company would be desirable. (PD)

Marcus, Philip M. and James S. House. "Exchange Between Superiors and Subordinates in Large Organizations," *Administrative Science Quarterly*, Vol. 18, No. 2 (June 1973), pp. 209-222.

Social exchange theory is used to formulate hypotheses about superior-subordinate relations in large complex organizations. Data from self-administered questionnaires are used to support the hypotheses derived from the theoretical model and suggest the utility of further research using social exchange theory. (FS)

McCampbell, James F. "Transactional Processes in Ford Training and Placement Program," Chicago University, IL. Ford Training and Placement Program (April 1972), 16 p. ERIC ED 079 620.

The Ford Training and Placement Program is employed as a specific means of illustrating the transactional style of organizational processes. Detailed consideration is given to the reasons for adopting a transactional process, the characteristics and effects of the process, and considerations for making it successful. (TC)

Myers, M. Scott and Susan S. Myers. "Toward Understanding the Changing Work Ethic," *California Management Review*, Vol. 16 (Spring 1974), pp. 7-19.

Stressing that the new work ethic is not in changing values but in changing sources of influence, this article analyzes management styles in terms of Grave's seven levels of psychological existence. The communication behaviors of each level are described. (FS)

Nemec, Richard. "Internal Communications--A Scary Science," *Public Relations Journal*, Vol. 29, No. 12 (1973), pp. 6-8, 27.

A free-lance writer describes the Bank of America's reorganization, one result of which was improved internal communication. (PD)

Organ, Dennis W. "Social Exchange and Psychological Reactance in a Simulated Superior-Subordinate Relationship," *Organizational Behavior and Human Performance*, Vol. 11 (1974), pp. 132-142.

An experiment tests the social exchange theory proposition that subordinates reciprocate when a superior bestows a social gift. The theory is supported generally but some situational variables are pinpointed. (LS)

Owens, James. "Is Your Communication Lost in Translation?" *Supervisory Management*, Vol. 18, No. 5 (1973), pp. 26-31.

An educator lists nine barriers to organizational communication together with suggested remedies and concrete examples. (PD)

Pascale, Pietro J. and Fred Streit. "A Study of the Credibility Factor in Drug Education Programs," *Journal of Drug Education*, Vol. 2, No. 4 (W 1972), pp. 381-394.

Utilizes chi-square procedures to examine the relationship between educational level of students and the degree to which they endorse various sources of information concerning drug problems. (FS)

Pinder, Craig, Patrick R. Pinto, and George W. England. "Behavioral Style and Personal Characteristics of Managers," U.S. Government Report TR-5006, Minnesota University (June 1973).

Investigates the relationship between managerial style and certain personal characteristics of managers. (FS)

Pritchard, Robert D. and Lawrence H. Peters. "The Relationship Between Structured Job Analysis Information, Interests, and Job Satisfaction," U.S. Government Final Report, Purdue University (August 1973).

Develops an argument that actual job duties are a significant determinant of job satisfaction, especially intrinsic satisfaction and that the degree of fit between job, duties, and interests in these job duties should be related to satisfaction. (FS)

Roberts, Karlene H. and Charles A. O'Reilly. "Failures in Upward Communication in Organizations: Three Possible Culprits," *Academy of Management Journal*, Vol. 17 (June 1974), pp. 205-215.

The nature of upward communication is related to subordinate's trust in his superior, subordinate's perception of his superior's influence over his future, and subordinate's mobility aspirations. The superior-subordinate relationship is explored through a number of communication variables. (FS)

Sank, Lawrence I. "Effective and Ineffective Managerial Traits Obtained As Naturalistic Descriptions From Executive Members of a Super-Corporation," *Personnel Psychology*, Vol. 27 (Autumn

1974), pp. 423-434.

Employs a naturalistic description technique to list the responses of middle managers describing a particular effective and ineffective manager. Many of the responses indicate communication-related traits. (PS)

Scotti, Marie. "The Role of Communications in Accident Prevention," *American Society of Safety Engineers Journal*, Vol. 18, No. 10 (1973), pp. 38-42.

A communication service manager shows safety persons that simply telling about safety is not enough. She warns that meanings are in people--not words, and that one must use the existing communication network to reach employees. (PD)

Sheparovych, Zenon B. "The Change of Managerial Policies at Essex County College Learning Resources Center and Introduction of Management by Objectives System," E.Ed. practicum, Nova University (January 1973), 11 p. ERIC ED 088 537.

Constitutes a study of a system of management by objectives (MBO) instituted for the purpose of guiding the organization toward pre-set goals, decentralizing decision-making, increasing motivation, and creating participative management. It was concluded, based on one year of testing, that MBO provided considerable administrative improvement. (PS)

Smith, Charles B. "Communication--An Essential of Reality," *Personnel Journal*, Vol. 53, No. 8 (1974), pp. 601-605.

Views communication as the link between reality, the world in which we live, touch, see, and measure, and the social world, the one talked about. Discusses the necessity and importance of nonverbal communication since verbal communication is less than perfect. (PD)

Stinson, John E. and Tracy Lane. "Some Disturbing Characteristics of the LPC Score," *Personnel Psychology*, Vol. 27 (Autumn 1974), pp. 477-485.

Five studies questioning Fiedler's contingency theory fail to confirm the LPC as a measure of a relevant and reliable personality variable affecting leader behavior. Stinson and Lane report considerable shifting among LPC categories and attribute the instability to change in reference person and educational experience. (LS) (PS)

Sumner, Jeremy. "When the Boss Goes Walkabout Everyone Sees the Job His Way," *Engineer*, Vol. 237, No. 6134 (1973), pp. vi-x.

A British manager, formerly a consultant, argues that workers are motivated to perform effectively by means of personal contacts with the top person in the enterprise. (PD)

Sussman, Lyle. "Perceived Message Distortion," *Personnel Journal*, Vol. 53, No. 9 (1974), pp. 679-682.

Examines the concept of message biasing, whereby message senders (subordinates) in organizational hierarchies mold messages strengthening their own position, and the concept of counter-biasing, the process whereby supervisors, aware of message biasing tendencies, account for these biases when interpreting the message. (TC)

Tesser, Abraham, *et al.* "Communicator Mood and the Reluctance to Transmit Undesirable Messages (The Mum Effect)," *Journal of Communication*, Vol. 23, No. 3 (September 1973), pp. 266-283.

Concerned with the determinant of the Mum effect--namely communicator mood, and, as well, the interaction between communicator and recipient. (TC)

Tsukamoto, Wilfred S. "A Study of the Personnel Problems in a U.S. Air Force Matrix Organization," U.S. Government Report GSM/SM/73/25, October 1973.

Explores the difference in perceptions of personnel problems that exist in an Air Force Matrix Organization between the engineers assigned to functional organizations and the engineers administratively assigned to functional organizations, but temporarilty located in a program organization. Nine out of ten problems show no significant difference in perceptions. (PS)

Literature including the above indicated dimensions of interpersonal communication but the distinguishing element is that the interpretating parties are representatives of the *same* group.

Groups analyzed may include line departments, staff, labor, management, consumers, government bodies, etc.

The following topics were among those placed in this classification: participation, conflict, group size, individual behavior in groups, and group productivity.

BOOKS AND DISSERTATIONS

Gamaluddin, Ahmad F.M. *Decision-Making at the Level of Middle Management: A Survey of Medium Sized Public Libraries.* Ph.D. Dissertation, University of Pittsburgh, 1973.

Assesses attitudes and perceptions of library personnel concerning their participation in library decision-making. Results show a general preference for participative decision-making, however librarians do not systematically avail themselves of the opportunity to participate. (FS)

Jorgensen, Bruce W. *Group Size: Its Effect on Group Performance and Subsequent Individual Performance.* Ph.D. Dissertation, University of Massachusetts, 1973.

Tests the effects of group size and leadership on group performance for one type of task. Results indicate that group performance is a direct function of group size, and that group discussion facilitates individual acquisition of knowledge.

Kuhn, A. *The Logic of Social Systems.* San Francisco: Jossey-Bass, 1974.

Contains propositions about individual and social behavior as they relate to communication, transactions, and organizations. (TC)

Mears, Peter M. *The Performance of Small Groups in Communication Networks.* D.B.A. Dissertation, Mississippi State University, 1973.

Studies small group communication with and without feedback. Results indicate that the opportunity for participant feedback seems to be an important element in fostering favorable group cohesiveness and establishing efficient task performance. (FS)

Moore, Evelyn A. *Information-Seeking Behavior and Work-Group Functioning Among Medical Students.* Ph.D. Dissertation, Northwestern University, 1973.

Studies ways in which scientific researchers develop their methods and habits of information-seeking and communication. (FS)

Ponder, Arthur A. *The Effects of Involvement in Decision-Making on the Productivity of Three-Man Laboratory Groups.* Ed.D. Dissertation, The University of British Columbia (Canada), 1973.

The researcher hypothesizes that three man laboratory groups involved in the decision-making process will be more productive, implement the strategy designed to accomplish the task more faithfully, and choose to be involved in the decision-making process. The hypotheses are not confirmed. Productivity and choice results are opposite to prediction. (LS)

Viel, Denis. *Participation in Decision-Making in a Catholic Diocese.* Ed.D. Dissertation, Boston University School of Education, 1973.

Leadership, in a Catholic Diocese, was perceived as subordinate-centered and open to participation. However, the following obstacles to participation were identified: 1) status differentials among laymen and priests in their working relationships, 2) the centralization of the communication network around the priests, and 3) overlapping of the diocesan councils. (FS)

Winch, R. F. and M. T. Gordon. *Familial Structure and Function as Influence.* Lexington, Mass: Lexington Books, 1974.

Represents an in-depth sociological study of the conditions under which a social system exerts more or less influence on its members. Specific focus is on the structure and function of systems whose activities are directed to particular sets of tasks. (TC)

ARTICLES, PAPERS, AND U.S. GOVERNMENT PUBLICATIONS

Blaker, Kenneth E. and Jan Samo. "Communication Games: A Group Counseling Technique," *School Counselor,* (Vol. 21, No. 1 (September 1973), pp. 46-51.

Describes a successful group counseling project in which communications games were used. (PD)

Brinkerhoff, Merlin B. "Hierarchical Status, Contingencies, and the Administrative Staff Conference," *Administrative Science Quarterly,* Vol. 17, No. 3 (September 1972), pp. 395-407.

Examines the utilization of staff conferences within the large industrial organization and finds that for the 680 supervisors and managers surveyed, hierarchy of authority is strongly related to staff conference utilization; while contingency exposure is found to be only weakly related to holding staff conferences. (FS)

D'Augelli, Anthony R. "Group Composition Using Interpersonal Skills: An Analogue Study on the Effects of Members' Interpersonal Skills on Peer Ratings and Group Cohesiveness," *Journal of Counseling Psychology*, Vol. 20, No. 6 (November 1973), pp. 531-534.

Groups were formed in which all members were rated previously as performing at either high or low levels of interpersonal skills during a behavioral assessment procedure. Group members evaluated each other's interpersonal behavior and their group's cohesiveness after a two-hour leaderless session. Highly skilled groups were seen as more cohesive. (LS)

De La Porte, P.C. Andre. "Group Norms: Key to Building a Winning Team," *Personnel*, Vol. 51, No. 5 (September-October 1974), pp. 60-67.

Emphasizes the importance of group norms in the corporate climate. Indentification of group norms is required in order to maintain congruency with the norms of the organization. (PD)

Faulk, Arlene and Cheryl Stetler. "Communication in Organizations: The Communication Environment of a Task-Force Team," paper presented at the Annual Conference of the International Communication Association; Montreal, (April 25-29, 1973) 11 p. ERIC ED 084 577.

Changes in organizational structures require new approaches to communication. One relatively new form of organization design is the "task force" or "project team" which is assigned to one specific short-term program, after which the team is dissolved and its members reassigned. A study of a project team in a research consultant organization was conducted in order to analyze its structure and methods of communication. (FS)

Ferrara, Joseph W. "A Verbal Interaction Recording Technique for Studying Individuals in Small Groups," *Journal of Social Psychology*, Vol. 90 (August 1973), pp. 207-212.

The prototype verbal interaction recording technique described is used for studying individuals in small groups. A methodology for recording verbal interaction is developed in an effort to create a system for analyzing interpersonal and social forces in operation within groups. (LS)

Knutson, Thomas J. "An Experimental Study of the Effects of Orientation Behavior on Small Group Concensus," *Speech Monographs*, Vol. 39, No. 3 (August 1972), pp. 159-165.

Groups assigned to the High Orientation condition, wherein a confererate manipulated behavior, were significantly closer to concensus after discussion than groups in either the Low or No Orientation conditions; thirty groups were involved in the study. (LS)

Leathers, Dale G. "Quality of Group Communication as a Determinant of Group Product," *Speech Monographs*, Vol. 39, No. 3 (August 1972), pp. 166-173.

Studies communication quality in problem-solving groups to determine whether groups actually experience communication of varying quality, and whether groups with high quality communication produce high quality product. (LS)

Mitchell, Terence R. "Cognitive Complexity and Group Performance," U.S. Report 70-14, Washington University--Seattle, December 1970.

A study conducted to determine if leaders with high cognitive complexity scores had better performance and manifest different behavior than leaders with low complexity scores. (FS)

Ryman, D.H. and E.K. Eric Gunderson. "Factors Affecting the Stability of Job Attitudes in Long-Term Isolated Groups," U.S. Government Report NMNRU-70-13, Navy Medical Neuropsychiatric Research Unit, San Diego, CA, January 1970.

Job attitudes of participants in the U.S. Antarctic research program were measured on three occasions over 18 months. Navy men showed significant deterioration in morale while scientists did not. Occupational role was seen to be an important determinant of job attitudes during long-term isolation. (FS)

Snyder, Mark, Philip Zimbardo, and Albert Hirschman. "Social Determinants of Group Loyalty, Innovation, and Activism," 33 p., U.S. Government Report ONR-TR-Z-11, November 1973.

Develops and explores a theoretical model of member response to group deterioration, specifying cost of entry and exit as major determinants of group loyalty and active innovation. Identifies member reactions to group variables. (LS)

Trotzer, James P. "Using Communication Exercises in Groups," *Personnel and Guidance Journal*, Vol. 51, No. 6 (February 1973), pp. 373-377.

The group leader who uses communication exercises without an adequate rationale may be taking unnecessary risks and jeopardizing the effectiveness of the group. This article presents a rationale for using communication exercises in groups for the purposes of initiation, facilitation, and termination and describes the means by which they are introduced into the group. (PD)

Wessman, Fred. "The Group Construct: A Model for OD Interventions," *Personnel*, Vol. 50, No. 5 (1973), pp. 19-29.

Considers the pattern of feelings, perceptions, and values about a group's processes and functioning. Identifies the factors present in a healthy group and the intervention process necessary to increase congruence of individual and group needs. (PD)

Wood, Michael T. "Participation, Influence, and Satisfaction in Group Decision Making," *Journal of Vocational Behavior*, Vol. 2, No. 4 (October 1972), pp. 389-399.

Concludes that participation may be associated with favorable role attitudes through different motive-attainment mechanisms in the group decision-making process. (PD)

Wong, Penelope, Michael Doyle, and David Straus. "Problem-Solving Through Process Management," *Management Review*, Vol. 62, No. 11 (1973), pp. 5-10.

Proposes the adoption of a process approach to group leadership, and provides guidelines for effective facilitator behavior. (PD)

Zenger, John J. and Dale E. Miller. "Building Effective Teams," *Personnel*, Vol. 51, No. 2 (1974), pp. 20-29.

Explores a theory of team building, how the effort works, alternative methods, applications, and evaluation of results. It is suggested that the major benefits come from solid communication between members and employee commitment to high standards of performance. (PD)

INTER-GROUP COMMUNICATION IN ORGANIZATIONS

Literature including the above indicated dimensions of interpersonal communication but the distinguishing element is that the interacting parties are representatives of *different* groups.

Groups involved may include different departments in the same organizations, line-staff, labor-management, organization-customers, school-community, government-taxpayers, black-white, etc.

The following topics were among those placed in this classification: coordination, collaboration, inter-organizational conflict, negotiation, effects of hierarchical organization, influence of interest groups, and external communication.

BOOKS AND DISSERTATIONS

Clark, Donald L. *A Study of Communication Between Cowley County Community Junior College and Its Publics.* Ed.D. Dissertation, University of Colorado, 1973.

Examines the effectiveness of communicating the purpose of a junior college to its public. Results indicate communication in this area generally poor. (FS)

Clark, R.X. *The Brothers of Attica.* New York: Links Books, 1973.

As a firsthand account of the Attica prison rebellion by the inmates' spokesman, this book presents a contemporary communication event with implications for the study of organization, group, and urban communication and negotiation. (PD)

Cohen, A. *Two-Dimensional Man: An Essay on the Anthropology of Power and Symbolism in Complex Society.* Berkeley: University of California Press, 1974.

Discusses ways in which informal interest groups can manipulate basic organizational functions such as communication, decision-making, authority, ideology, and socialization. (TC)

Duden, Jr., Edward T. *Selected Communication Processes and Activities of Missouri Legislators, Board Members, and Superintendents Relating to Educational Legislation.* Ed.D. Dissertation, University of Missouri, 1972.

Examines the degree of participation in state education decision-making of legislators, board members, and superintendents. The study concludes that superintendents are active in communication with legislators and all groups feel they should take a more extensive role. (FS)

Ermann, Milton D. *Asking Organizations About Themselves: A Case Study of the External Information Demands on One Hospital.* Ph. D. Dissertation, The University of Michigan, 1973.

Focuses on the information an organization gives to outside organizations (monitors) which request it. Examines the monitors and how they use and are constrained by the information they demand. Also examines the information providing organization and how it responds to the monitors' demands. (FS)

Faulkner, Douglas R. *Communications Research for School Personnel Administration.* Ed.D. Dissertation, Arizona State University, 1974.

Examines the communicative functions of school personnel administrators. Among the many results, it is shown that formal negotiations are widely used. Counseling, personal problems, and conflicts with superiors are main reasons people visit school personnel administrators. (FS)

Florio, David H. *Organizational Cooperation for Educational Development: An Inquiry into the Perceived Needs Shared Among a Number of School Systems and Two Professional Education Schools for the Purpose of Determining the Feasibility of Forming an Interorganizational Network for Collaborative Problem Solving, Resource Sharing, Dissemination and Use of Information.* Ph.D. Dissertation, Northwestern University, 1973.

Examines the progress of educational systems in meeting the needs of their clients. The inquiry gives support for cooperation in the area of research and development, in-service training, setting goals, administrative practices, counseling, and urban school problems. (FS)

Gothold, Stuart E. *Elements Deterring Communication Between School Boards and Certificated Employee Councils.* Ed.D. Dissertation, University of Southern California, 1974.

Identifies factors which contribute to the ineffectiveness of the "meet and confer" process in a California school system. Factors include: 1) lack of trust, 2) poor interpersonal relationships, 3) differing perceptions, and 4) behavior designed to escalate tension. (FS)

Jennings, Kenneth M. *Foreman and Grievances: Some Problems of Definition.* Ph.D. Dissertation, University of Illinois at Urbana-Champaign, 1973.

Examines the role of the foreman in the grievance procedure. Findings show foremen offer varied definitions of the concept "grievance." Foremen tend to offer different definitions because\of social-psychological implications. (FS)

Kaufman, Herbert. *Administrative Feedback.* Washington, DC: The Brookings Institution, 1973.

Details a study of feedback between administrators and subordinates as found within nine federal agencies; and draws inferences from the data collected including methods to improve feedback. (FS)

Mechanic, D. *Politics, Medicine, and Social Science.* New York: John Wiley and Sons, 1974.

Explores the relationships between social structure and health care, and considers the influence of ideology and politics on the development of medical organizations. Explores relationships between practitioners and patients and examines conflicts of interest and viewpoints. (TC)

Milhouse, Johnny C. *Narrowing the Communications Gap Between Management and Black Employees.* Ph.D. Dissertation, Illinois Institute of Technology, 1973.

Examines the character of communications between management and black employees. The conclusions: 1) Communication problems are most problematic in the area of recruitment; 2) Hiring and promotion is less of a problem; and, 3) Supervision and interpersonal relationships are good after the black employee has been integrated into the company. (FS)

Nebenzahl, Israel D. *Selective Communications in Marketing.* Ph.D. Dissertation, New York University, Graduate School of Business Administration, 1974.

Studies the feasibility of designing marketing messages which will be properly perceived by the intended individuals, providing them with desired information when exposed to it. (FS)

Robbins, L.P. *Managing Organizational Conflict: A Nontraditional Approach.* Englewood Cliffs, NJ: Prentice Hall, 1974.

Robbins attempts to fill the gap between the purely theoretical approaches to conflict resolution and the realm of the interested manager. (TC)

Roberts, Alfred L. *Development of a Model Communications and Community Relations Program for the Dallas Independent School District Based on a Public Information Survey.* Ph.D. Dissertation, Texas A and M, 1973.

Concentrates on communications and community relations activities in relation to providing quality education by an idealistic model of this form of communication. (FS)

Smith, Thomas D. *An Analysis of the Effectiveness of Two Alternative Post-Purchase Communications, Message Sources in Reducing Dissonance.* Ph.D. Dissertation, University of Mississippi, 1974.

Investigates the relative influence of two different

sources of post-purchase communication messages from auto dealerships on dissonance reduction. The respondents who received a letter from the service manager were found to be significantly more favorable in attitude than the respondents receiving the letter from the dealership. (FS)

Tannenbaum, A.S., *et al. Hierarchy in Organizations: An International Comparison.* San Francisco: Jossey-Bass, 1974.

Describes a cross-cultural study of the effect of hierarchy on organizations as it relates to communication, motivation, jealousy, and resentment. The research was performed in Israel, Yugoslavia, Austria, Italy, and the U.S. (FS)

Thomson, Keith A. *School-Community Communication Systems in Small School Districts: An Investigation of Present Methods and a Model for Utilization.* Ed.D. Dissertation, University of South Dakota, 1973.

Analyzes present school-community communication systems and develops a model for improved school-community communication. (FS)

Twomey, Daniel F. *Power, Trust, and Interorganizational Conflict Resolution.* D.B.A. Dissertation, Kent State University, 1974.

A study of 102 organizations to test the determinants of interorganizational conflict resolution. Trust and power, the independent variables, are measured using a nine-point scale, mail questionnaire. (FS)

Williams, Larry D. *Selected Variables Related to Communications Between High School Principal and Students.* Ph.D. Dissertation, Purdue University, 1973.

Examines communication between high school students and their principal. Results show that principals can improve communication with *all* students by: 1) providing more attention to "low status" students; 2) using "high status students to improve credibility; and, 3) interacting personally with student body. (FS)

ARTICLES, PAPERS, AND U.S. GOVERNMENT PUBLICATIONS

Anderson, Jerry M. "Improving Internal Communication: A Campus Quandry," paper given at the Annual Meeting of the Nebraska Speech Communication Association, Kearney, NE (October 1973), 21 p. ERIC ED 090605.

The author lists 13 conclusions from an opinion survey relating to attitudes about campus communication. Improvement in communications was found to be the most significant need on campuses. College anxieties and problems are attributed to the lack of proper communication. (FS)

Ayres, H. Joel, Vera R. Brand, and Donald F. Faules. "An Assessment of the Flow of Communication in Nursing Teams," *Journal of Applied Communications Research*, Vol. 1 (Summer-Fall 1973), pp. 75-90.

Research was conducted in an urban hospital. Upward and downward communication flow were investigated. Although the findings indicated relative free flow of downward communication, upward communication did not appear to flow freely among nursing teams. (FS)

Bard, Harry and Walter Orlinsky. "Communicating With Local Government Officials," *Community and Junior College Journal*, Vol. 44, No. 4 (December-January 1974), pp. 32-33.

Discusses the interaction of college trustees, administrators, and the local community. (PD)

Beaver, Claude D. and Fred Jandt. "A Pilot Study on Alienation and Anxiety During a Rumored Plant Closing," *Journal of Applied Communications Research*, Vol. 1 (Summer-Fall 1973), pp. 105-114.

The researchers investigated the effects of rumor on alienation. They discuss management intrusion and other methodological problems. The fears of workers during such periods are discussed. (FS)

Beck, Don Edward and Robert C. Berg. "Communication Through Confrontation: A Case Study in Intergroup Conflict Reduction," *Texas Personnel and Guidance Association Journal*, Vol. 2, No. 1 (March 1973) pp. 13-22.

After considering some of the influences within our society that are increasing the number and seriousness of group conflicts, this article examines the nature of conflict and the role of conflict management in either promoting or reducing these divisive forces. (TC)

Black, Ira G. "Answer Workers' Woes and Union Drives Dry Up," *Iron Age*, Vol. 213, No. 3 (1974), pp. 36-37.

Black warns managers to listen actively to their employees and to conscientiously train supervisors to answer workers' questions. He recommends the use of consultants. (PD)

Cathey, Paul J. "Workers Right In The Board Room? Making Decisions?" *Iron Age*, Vol. 211, No. 24 (1973), p. 23.

Cathey tells how many companies are allowing workers to have a voice in management decisions. He shows that western Europe is ahead of the U.S.A. in such activities. (PD)

Dreyfack, Raymond. "When You Lose Touch with the Rank and File," *Nation's Business*, Vol. 61, No. 12 (1973), pp. 61-63.

To insure good vertical communication, this writer

recommends: 1) Employee-supervisor meetings, 2) Employee opinion surveys, and 3) Functional open-door policy. He cites several actual cases. (PD)

Duncan, W. Jack. "Communications Theory and Problems of Knowledge Flow in Management," *The Journal of Business Communication*, Vol. 11, No. 1 (1973), pp. 3-14.

A mail questionnaire showed skepticism between managers and teacher-researchers. One group rated the other (and vice-versa) on understanding of job, appreciation of counterpart, and relation of job to science. (PS)

Falcione, Raymond L. "Communication Climate and Satisfaction with Immediate Supervision," *Journal of Applied Communications Research*, Vol. 2 (Winter-Spring 1974), pp. 13-20.

Beginning with five hypotheses, the researcher investigated the relationship between communication climate and satisfaction with immediate supervision. Results indicated that participation in decision making was a less important factor than whether the participation had any real effect. (PS)

Gayfer, Margaret. "The Who, What, Where, Why (And Whoa) of Communication," *Education Canada*, Vol. 12, No. 3 (September 1972), pp. 22-28.

Furnishes specific suggestions on improving communication between administrators, teachers, parents, and students. (PD)

Grunig, James E. "Information Seeking in Organizational Communication: A Case Study of Applied Theory," paper presented at the Annual Meeting of the International Communication Association, Montreal (April 1973), 66 p. ERIC ED 082 246.

Develops a set of theoretical concepts useful to the organizational communicator who functions as a mediator between management and labor; utilizes a practical methodology for these concepts, and reports on a case study to test these concepts and demonstrate their utility for a professional communicator. (PS)

Hughes, Larry W. "Informal Extra-Organizational Forces Affecting Educational Decision-Making," paper presented at Urban Administration Annual Conference III, Knoxville, TN (July 1972), 22 p. ERIC ED 081 092.

Attitudes about the school system are highly dependent on school's ability to maintain a continuous dialogue with its community. The author specifies that an educator should subject his community to a regular examination rather than assume that the community decision-making structure is a stabilized constant. (PD)

Hughes, Thomas. "How A Little Talk Can Really Spell Difference," *Inland Printer/American Lithographer*, Vol. 171, No. 5 (1973),

pp. 74-76.

Hughes warns managers to keep in touch with employees or lose their trust. He cites examples and presents a lengthy list of questions for self-examination.

Huseman, Richard C., James Lahiff, and Robert Wells. "Communication Thermoclines: Toward a Process of Identification," *Personnel Journal*, Vol. 53, No. 2 (1974), pp. 124-130.

Surveys problems of organizational stratification; compares stratification to a biological thermocline, and explores such communications inhibiting variables as power, superior's image, and specialization. Suggests a group exercise aimed at identifying problems in communications caused by stratification. (PD)

Miller, Bob. "Bridging the Communications Gap: Legislative Action in Texas," *Audiovisual Instruction*, Vol. 18, No. 1 (January 1973), pp. 46-47.

A brief outline of a plan designed to disseminate information concerning national educational legislation to various educators within a state in order to promote public support for such legislation rapidly. (PD)

Nelson, Charles W. and Eugene V. Smith. "Achieving Institutional Adaptation Using Diagonally Structured Information Exchange," *Human Relations*, Vol. 27 (1974), pp. 101-119.

Case studies of the use of "diagonal" conference strategies in five organizations are analyzed both in a general systems framework and an intergroup relationship approach. (PS)

Openlander, Stuart L. "Communicating with the Community," *Catalyst for Change*, Vol. 3, No. 1 (Fall 1973) pp. 22-23.

One of the most difficult tasks in education today is effective communications between the school administration and the community. The Parma School District (Ohio) uses slide presentations and color films to get its message across to community groups. (PD)

Sherwood, Hugh C. "How To Avoid Executive Isolation," *Industry Week*, Vol. 175, No. 13 (1973), p. 35.

Defines executive isolation, such as Nixon's; and gives the views of 10 company presidents on how to avoid it. (PD)

Simpson, Karl F., Jr. "Why Can't They Understand?" *American Paper Industry*, Vol. 55, No. 6 (1973), pp. 36, 38-39.

An educator underlines barriers to good communication between managers and workmen. (PD)

Truskie, Stanley D. "A Case Study of A Union-Management Learning Encounter in Industry," *Personnel Journal*, Vol. 53, No. 4

(1974), pp. 277-279.

Reports on a labor-management "encounter" group, provided for in a collectively bargained contract. Purpose of group was to improve employer/employee relations by focusing on communications, human relations, and grievance handling. Survey at termination of group shows high percentage (85-90) of positive attitudes toward approach. (PS)

———. "Three Presidents Offer Communications Tips," *Industry Week*, Vol. 179, No. 9 (1973), pp. 29, 36.

Presidents of three companies testify to the advisability of avoiding executive isolation. They explain briefly how they manage it. (PD)

———. "Group Assembly: How It Works at Saab," *Industry Week*, Vol. 181, No. 11 (1974), pp. 47-49.

Production employees participate in management to the extent that they decide how fast they will work and how they will subdivide the work to be done. The results compare favorably with traditional methods. (PD)

COMMUNICATION FACTORS AND ORGANIZATION GOALS

Literature analyzing the influence of communication factors on the intervening or end-results organization variables. These include communication attitudes, communication satisfaction, and communication planning including motivation via communication.

Intervening and end-result variables include organizational performance, morale, conformity to plans, adaptability including organization change and productivity.

Contains all studies primarily concerned with the influence of communication on organizational effectiveness.

The following topics were among those placed in this classification: organizational climate, job satisfaction, decision-making, problem-solving, management by objectives, participation, leadership, motivation, innovation, change, adaptability, and productivity.

BOOKS AND DISSERTATIONS

Arroyo, Jr., Edward B. *Corresponsibility and Ministry: Participative Management and Its Effectiveness in Religious Organizations.* Ph.D. Dissertation, Duke University, 1973.

Investigates the effectiveness of participative management in religious organizations. Findings suggest that participative management does have a positive influence upon effectiveness. (FS)

Becerra, Gloria V. *Role Perceptions of Administrators and Community Representatives in Participatory Decision-Making.* Ph.D. Dissertation, United States International University, 1974.

Identifies perceptions people hold about the skills of others and their involvement in the decision-making process. Results show agreement in perceptions about readiness to participate in decision-making, but disparities in abilities to understand roles and to distinguish between policymaking and decision-making. (FS)

Bell, T. H. *A Performance Accountability System for School Administrators.* West Nyack, NY: Parker Publishing Company, 1974.

Suggests 13 steps in managing-by-objectives approach to educational administration. (FD)

Carder, David R. *Unified Planning and Decisionmaking: A Conceptual Framework for U.S. Forest Service Management.* Ph.D. Dissertation, Stanford University, 1974.

Provides a philosophy and description of an operational planning and decision-making process; and presents a conceptual

framework for the purpose of better coordinating the planning and the decision-making of the Forest Service. (TC)

Ceniceroz, Raymond G. *The Use of Feedback Information by a Community College in Decision-Making Affecting Student Retention.* Ph.D. Dissertation, Claremont Graduate School, 1974.

Examines the relationship between feedback and student retention at a community college. The findings reveal that the primary decision-makers of the college in areas affecting student retention are not convinced of the importance of feedback and that many local departmental goals are in direct conflict with larger institutional goals. (FS)

Davidson, Leth W. *The Management Styles of Hospital Administrators.* Ph.D. Dissertation, The University of Santa Clara, 1972.

Studies the management style of hospital administrators to determine their method of leadership. Results support the use of a participative style of leadership. (FS)

Dostal, Bonita J. *The Decision-Making Process of Representative John Conyers, Jr. and His Administrative Assistants.* Ph.D. Dissertation, The University of Michigan, 1972.

Analyzes the use of functions to identify leadership patterns in making a decision. Three task functions are identified: maintenance, evaluative, and directive. These are related to four leadership styles: authority, conflict, general agreement, and without opposites. Findings indicate that certain task functions do identify leadership styles. (FS)

Ebbs, Susan. *A Study of Patterns of Communication and Leadership in Student Personnel Administration.* Ed.D. Dissertation, Columbia University, 1973.

Defines the areas of leadership responsibility of the chief college student personnel officer and categorizes communication data on the basis of these defined requirements. (FS)

Edwards, Jerry K. *A Study of the Factors Influencing the Internalization of Innovations by Teachers Within a School System.* Ph.D. Dissertation, Miami University, 1973.

Examines how innovations are adapted and internalized in an organization. The findings: 1) Teacher attitude towards change is an indication of willingness to accept innovation; 2) Open-mindedness, feelings of security, and job satisfaction are indications of acceptance of innovation; and 3) Teachers internalize innovations better if they participate in the decision-making. (FS)

Foltz, Roy G. *Management by Communication.* New York: Chilton, 1973.

Provides managers with pragmatic solutions to communication problems and deals specifically with the problems resulting from attitudes exhibited in communication efforts that lack "spirit." (PD)

Frost, C. F., J. H. Wakeley, and R. A. Ruh. *The Scanlon-Plan for Organization Development: Identity, Participation, and Equity.* Lansing, MI: Michigan State University Press, 1974.

The Scanlon Plan elements are 1) coordination of labor and management in developing and implementing ideas, and 2) sharing economic rewards for improved productivity. The authors establish communication methods to help employees relate to each other, their work, and to the goals of the organization. (TC)

Goens, George A. *A Study of the Interactions Between the Individual and the Formal and Informal Organizations.* Ph.D. Dissertation, The University of Wisconsin, 1973.

Identifies potential motivating interactions between the individual and the formal and the informal organizations. Results indicate that while *recognition* and *achievement* were perceived to be the most stimulating motivators, *responsibility* and *advancement* also had a stimulating influence. (FS)

Hollman, Robert W. *A Study of the Relationships Between Organizational Climate and Managerial Assessment of Management By Objectives.* Ph.D. Dissertation, University of Washington, 1973.

Examines the relationships between managers' perceptions of the supportiveness of organizational climate and their assessment of management by objectives. The organizational climate is utilized as the independent variable. (FS)

Howell, Varon L. *Staff Morale in Elementary Schools: Influenced by Principal Initiated Common Behavioral Incidents.* Ed.D. Dissertation, Brigham Young University, 1974.

Classifies behaviors of elementary principals that affected staff morale by either raising or lowering it. Findings indicate that staff morale may be expected to be high when the principal gives recognition and praise when deserved. (FS)

McLeod, Thomas A. *A Study to Identify the Goals of a Voluntary Higher Education Consortium by Utilization of the Delphi Technique.* Ed.D Dissertation, The University of Alabama, 1973.

Utilizes the Delphi technique to develop a set of hypothetical goals for the leadership of the Alabama Consortium for the Development of Higher Education. This is stated to be the first application of the Delphi technique in goal identification and priority setting in a voluntary academic consortium. (TC)

Mekky, Ahmed F. *Organizational Climate as a Moderator Variable in the Job Satisfaction/Job Performance Relationship.* Ph.D. Dissertation, University of Illinois at Urbana-Champaign, 1973.

Studies the role of organizational climate as a moderator between job satisfaction and job performance. Results show that the relationship between satisfaction and performance variables are in the negative direction when organizational climate is perceived as low on structure, responsibility, reward, conflict, and identity dimensions. (FS)

Mueller, James W. *Bureaucratization and Organizational Performance: A Comparative, Empirical Study.* Ph.D. Dissertation, Indiana University, 1974.

Examines Weber's five characteristics of bureaucracy: division of labor, hierarchy of authority, reliance on rules, use of written communication, and maintenance of impersonality. Findings indicate that vertical communication is related to performance, while impersonality is related inversely and written communication is unrelated. (FS)

Nightingale, Frederick A. *Management by Objectives: A Study of the Process and Status of Implementation in Business Services of Selected Unified School Districts of California.* Ed.D. Dissertation, University of Southern California, 1974.

Determines the extent to which management by objectives has been implemented in public school business services in California. Results show that management by objectives does result in increased commitment, motivation, job satisfaction, and improved performance and effectiveness. However, it is pointed out that MBO is not a panacea for solving all problems. (FS)

O'Brien, Robert M. *Workers Participation and Productivity, Morale, and Communications in Fifteen Yugoslav Self-Managed Enterprises.* Ph.D. Dissertation, The University of Wisconsin, 1973.

Examines the effects of the "distribution of participation" among various work categories as well as the effects of the degree of participation on morale, communications, and productivity in fifteen Yugoslav self-managed industrial enterprises.

Pascale, Isabel D. *Leadership-Communication Style, Supervisory Category, Belief System, and the Decisional Responses of Elementary School Teachers.* Ed.D. Dissertation, Fordham University, 1974.

Compares decisional responses of open- and closed-minded elementary school teachers to written messages classified in supervisory categories. Comparisons are made between belief systems and supervisory categories. (FS)

Sailer, William E. *A Study of Communications as it Relates to the Leadership Styles and Readiness for Innovation of Elementary and Secondary School Principals.* Ed.D. Dissertation, New Mexico State University, 1974.

Examines the functions of communications in the socio-

psychological milieu surrounding the organizational structure of public schools and tests hypotheses concerning the relationships of various factors and variables to communication. (FS)

Stinchcombe, A. L. *Creating Efficient Industrial Administrations.* New York: Academic Press, 1974.

Presents an original theory of organizational behavior, drawing on data gathered in several South American steel plants. Discusses the allocation of work time, attitudes toward careers, and attitudes toward political questions. (FS)

Tully, Samuel M. *Innovativeness and Communication Behavior of Vocational Administrators in Middle-Size School Districts in Texas--A Correlational Study.* Ph.D. Dissertation, Texas A & M Univ., 1973.

Examines the relationship between innovativeness and other factors. Results indicate that a statistically significant relationship exists between innovativeness and certain forms of communication behavior. (FS)

Weber, Catherine. *The Effectiveness of Management by Objectives in a School Setting.* Ed.D. Dissertation, University of Washington, 1973.

Findings indicate that management by objectives shows no effect or relationship to student achievement, and job satisfaction increases negatively to goal quality. Implies that the task of improving achievement requires attention to more facets of organizations than goal setting and feedback functions. (FS)

ARTICLES, PAPERS, AND U.S. GOVERNMENT PUBLICATIONS

Alkin, Marvin. "Evaluation and Decision Making," *Planning and Changing,* Vol. 3, No. 4 (W 1973), pp. 3-14.

Argues that the mere presentation of evaluative data is hardly apt to improve decisionmaking. To meet the needs of different decisionmakers, it is necessary to develop methods of information presentation whereby the right person gets the proper information at the proper time, and in the proper format. (PD)

Allen, Louis. "M for Management: Theory Y Updated," *Personnel Journal,* Vol. 52, No. 12 (1973), pp. 1061-1067.

Asserts that Theory Y, though highly influential in management studies, has not been empirically tested. Based on the data furnished by a survey of 259 managers, a new theory, M, is proposed. (FS)

Athanassiades, John C. "Investigation of Some Communication Patterns of Female Subordinates in Hierarchical Organizations," *Human Relations,* Vol. 27 (1974), pp. 195-209.

Furnishes a replication with females of studies using males to investigate the relationship of upward communication distortion to subordinate achievement and security needs. (LS)

Bassett, Glenn A. "What Is Communication and How Can I Do It Better?" *Management Review,* Vol. 63, No. 2 (1974), pp. 25-32.

A consultant shows that communication is complex with at least five aspects: body language, control, definitions, sharing of experiences, and verbalization. He writes in a popular style. (PD)

Baughman, Larry J. "Leadership: Academic Research of Theory," U.S. Government Monograph 11, Army War College, Carlisle Barracks, PA, November 1972.

Analyzes the academic and theoretical elements fundamental to the make-up of an effective leader vis-a-vis the task to be accomplished, the situation, and interaction with those being led. (TC)

Blanchard, Kenneth H. and Paul Hersey. "The Importance of Communication Patterns in Implementing Change Strategies," *Journal of Research and Development in Education*, Vol. 6, No. 4 (Summer 1973), pp. 66-75.

Provides school administrators with new ways of thinking about the process of change in the hopes that these strategies will be used in planning and implementing change in school systems. (TC)

Bonney, Lewis A. "Changes in Organizational Climate Associated with Development and Implementation of an Educational Management System," paper presented at American Educational Research Association 58th Annual Meeting, New Orleans, LA (February 26-March 1, 1973), 16 p. ERIC ED 082 324.

Studies the impact of administrative innovations on organizational climate. Reports that a large urban school district developing an Educational Management System found evidence of change in the character of motivational forces; goal setting; performance expectations; and in the communication, interaction-influence, decisionmaking, control, and leadership processes. (FS)

Broady, William. "Instrumentality Motivation Theory," U.S. Government Monograph, Vol. 16, Army War College, Carlisle Barracks, PA, March 1972.

The principles of instrumentality motivation theory are described as they influence the motivational behavior of a common group in society--the industrial worker. (TC)

Byrd, Richard E. and John Cowan. "MBO: A Behavioral Science Approach," *Personnel*, Vol. 51, No. 2 (1974), pp. 42-50.

Offers how-to and how-not-to illustrations for installing the process of MBO, recommending the setting of objectives by teams, team training wherein members sit down with the instructor to explore MBO, and subsequent open feedback through periodic evaluation on the job. (PD)

Carroll, Archie B. "Conceptual Foundations of Job Enrichment,"

Public and Personnel Management Journal, Vol. 3 (January-February 1974), pp. 35-38.

Major communication concepts are implicit in the guidelines proposed for the successful introduction of job enrichment. Some limits for job enrichment are proposed. (TC)

Cascio, Wayne F. "Value Orientation, Organizational Rewards and Job Satisfaction," U.S. Government Report TR-82, Rochester University, NY, August 1973.

A nationwide sales force of a large food and beverage firm responded to a survey designed to investigate the role of value orientation as a moderator of the relationship between organizational rewards and job satisfaction. It was hypothesized that subjects with intrinsic value orientation would view the work itself as the most significant determinant of overall job satisfaction. (FS)

Chevalier, M., L. Bailey, and T. Burns. "Toward a Framework for Large-Scale Problem Management," *Human Relations*, Vol. 27 (1974), pp. 43-69.

In designing processes and structures to deal with new complex management concerns, the authors recommend an "optimum" relationship between planning components, management style, and environmental conditions of change. (TC)

Child, John. "What Determines Organizational Performance? The Universals vs. the It-All Depends," *Organizational Dynamics*, Vol. 2 (Summer 1974), pp. 2-18.

Research involving 82 British companies results in nine propositions for predicting success. Half support the contingency model; half, the universal orientation. They have many communication implications. (FS)

Cummings, L.L. "A Field Experimental Study of the Effects of Two Performance Appraisal Systems," *Personnel Psychology*, Vol. 26 (Winter 1973), pp. 489-502.

An employee appraisal system is used to assess employee reactions to various components of the system. Three identical departments evaluate old and new appraisal systems, differentiated by locus of reward power, provision of feedback, and subordinate involvement in decision-making. Results indicate significant positive changes in attitudes toward the new system. (FS)

DeVries, David L. "The Relationship of Role Expectations to Faculty Behavior," U.S. Government Report TR-72-3, February 1972, 55 p.

Explores the sources of influence over large public university faculty members. Findings indicate that positive and significant respondent role behaviors are functions of both faculty (self) and organizational role expectations.

Degree of inter-faculty personality conflict correlates with individual productivity but not satisfaction. Role theory and faculty behavioral implications are investigated. (FS)

Downs, Cal W. *et al.* "An Empirical and Theoretical Investigation of Communication Satisfaction," paper presented at the 59th Annual Meeting of the Speech Communication Association, New York City (November 8-11, 1973), 16 p. ERIC ED 084 613.

Communication satisfaction was tested experimentally among 130 management-level personnel in a wide range of fields. Results of the survey questionnaire were factor analyzed, item analyzed, and "formula analyzed." Factor analysis showed that "communication climate" and "communication with superiors" are of the utmost importance to job holders. (FS)

England, George W. "Personal Value Systems of Managers and Administrators," U.S. Government Report TR-5007, July 1973, 21 p.

Reviews and summarizes the findings of a personal value project dealing with various groups of individuals in diverse organizational settings. Project results indicate that values are measurably related to decision-making, managerial success, and organizational context differences. (FS)

Feeney, Edward J. "Performance Audit, Feedback, and Positive Reinforcement," *Training and Development Journal*, Vol. 26, No. 11 (November 1972), pp. 8-13.

Reports experience in use of the performance audit, feedback, and positive reinforcement. Discusses how they combine for effective performance improvement. (FS)

Golightly, Henry O. "The What, What Not, and How of Internal Communication," *Business Horizons*, Vol. 16, No. 6 (1973), pp. 47-50.

A corporation president shares his experiences to help other presidents to realize what they should and should not communicate to the organization. Truth and honesty are his guides. (PD)

Greenfeld, Leopold and Saleem Kassum. "Supervisory Style and Organizational Effectiveness in a Pediatric Hospital," *Personnel Psychology*, Vol. 26 (Winter 1973), pp. 531-544.

Subjects from a pediatric hospital nursing staff are tested on organizational effectiveness relating to initiating structure and consideration. Results confirm previous findings that higher levels of satisfaction among subordinates and better patient care are positively related to higher levels of task and socio-emotional orientation by supervisors. (FS)

Hall, John W. "A Comparison of Halpin and Croft's Organizational Climates and Likert and Likert's Organizational Systems," *Administrative Science Quarterly*, Vol. 17, No. 4 (December

1972), pp. 586-590.

Studies the relationship between Halpin and Croft's organizational climates as classified by the Organizational Climate Description Questionnaire and Likert and Likert's organizational systems as classified by the teacher form of the Profile of a School Questionnaire. The positively significant relationship found between these two instruments supports the concept that the two models from which these instruments were developed are comparable. (TC)

Hammer, Tove H. and H. Peter Dachler. "The Process of Supervision in the Context of Motivation Theory," U.S. Government Report RR-3, Maryland University College Park Department of Psychology, July 1973.

Presents a process approach to supervision and outlines a conceptual framework integrating supervision with valence-instrumentality-expectancy theory of worker motivation, influence, and power. (TC)

Hersey, Paul and Kenneth Blanchard. "What's Missing In MBO?" *Management Review*, Vol. 63, No. 10 (1974), pp. 25-32.

Increased success of MBO may be effected by allowing subordinates to have input on both objectives and the leadership style to be employed by the superior in facilitating the achievement of the objectives. Leadership styles are discussed. (PD)

Hirschewitz, Ralph G. "Human Aspects of Managing Transition," *Personnel*, Vol. 51, No. 3 (May-June 1974), pp. 8-17.

Discusses organizational change in respect to the management of the transition, describes three phases of transition, and points out that open and free communication is essential if transition is to be successful in any organization. (PD)

Hrebiniak, Lawrence G. and Joseph A. Alutto. "Personal and Role-Related Factors in the Development of Organizational Commitment," *Administrative Science Quarterly*, Vol. 17, No. 4 (December 1972), pp. 555-573.

An empirical study of 318 elementary and secondary school teachers and 395 registered nurses examines the relationship between personal and role-related factors and commitment to the employing organization. Results of multivariate tests indicate that levels of tension and number of years experience are the most important variables explaining commitment and also that, to a lesser degree, dissatisfaction and sex are related. (FS)

James, Lawrence R. and Allan P. Jones. "Organizational Climate: Construct, Global Concept, or Tautology," December 1973, 54 p., U.S. Government Report 1BR73-73.

Categorizes previous organizational climate research, definitions, and measurements into three approaches and examines the similarities and differences between them. Offers

suggestions for future research, including a rationale for differentiating between organizational and psychological or individual climate. (TC)

Johnson, Paul O. and Joseph C. Bledsoe. "Morale as Related to Perceptions of Leader Behavior," *Personnel Psychology*, Vol. 26 (Winter 1973), pp. 581-591.

Purdue Teacher Opinionnaire and Leader Behavior Description Questionnaire are used to determine relation of morale and perceptions of leader behavior among Georgia Cooperative Extension Agents. Results show a significant relation between morale and leader behavior, with consideration accounting for 35 percent of the variance. (FS)

Johnson, R. J. "Conflict Avoidance Through Acceptable Decisions," *Human Relations*, Vol. 27 (1974), pp. 71-82.

Given 10 structured problems, 49 middle managers are asked to choose the ideal solution and then the most practical. Findings indicate that when changes occur, the decision is generally based on the group or social maintenance function. (FS)

Kaplan, Robert E. "Managing Interpersonal Relations in Task Groups: A Study of Two Contrasting Strategies," U.S. Government Report TR-2, Yale University, November 1973.

Compares the effects of two types of group maintenance on group performance effectiveness and group member experiences. It was hypothesized that adaptive maintenance leads to superior task performance. (LS)

Kernan, Jerome B. and Richard Mojena. "Information Utilization and Personality," *Journal of Communication*, Vol. 23, No. 3 (September 1973), pp. 315-327.

Investigates the amount of information used in making decisions and communicating. (LS)

Kerr, Steven, Anne Harlan, and Ralph M. Stogdill. "Preference For Motivator and Hygiene Factors In a Hypothetical Interview Situation," *Personnel Psychology*, Vol. 27 (Spring 1974), pp. 109-124.

Respondents indicating their willingness to discuss motivator (recognition, advancement, etc.) and hygiene factors (working conditions, salary, etc.) in a hypothetical interview situation clearly differentiated between the two categories, regardless of organizational experience. However, no determination is made whether this discrimination is attributable to defense mechanisms or social desirability. (LS)

Krouse, Clement G. "Complex Objectives, Decentralization, and the Decision Process of the Organization," *Administrative Science Quarterly*, Vol. 27, No. 4 (December 1972), pp. 544-554.

A resource-directive model is developed that specializes the organization's goals and decision-making activities into quasi-autonomous units and that circumvents interunit dependencies (or externalities) in decentralization. The organization is considered to act by the sequential process of decision-making, operating, and then, on the basis of this experience, revising its decisions and policy goals. (TC)

Larson, L. L. and K. M. Rowland. "Leadership Style and Cognitive Complexity," *Academy of Management Journal*, Vol. 17 (March 1974), pp. 37-45.

The relationship between Fiedler's LPC and cognitive complexity is explored, using the LPC and Scott's measure of cognitive complexity. No relationship is found. (FS)

Lasagna, John B. "MLII: Human Growth vs. Human Comfort," *Personnel Journal*, Vol. 52, No. 9 (1973), pp. 774-780.

Suggests that because of profound cultural changes in American society, the traditional management pattern of conflict, stalemate, and compromise will change to a cooperative, no-lose pattern, having "community" welfare as the paramount consideration. (PD)

Mahoney, R. A. and P. J. Frost. "The Role of Technology in Models of Organizational Effectiveness," *Organizational Behavior and Human Performance*, Vol. 11 (1974), pp. 122-138.

Analyzes 386 organization units of various types and concludes that the criteria of organizational effectiveness vary with the nature of the technology of the organization unit. The criteria include efficiency, smoothness, reliability, flexibility, and interunit relationships. (FS)

Maloney, Arthur P. "Job Satisfaction and Job Turnover," U.S. Government Report CNA-Professional Paper-114, Center for Naval Analyses, Arlington, VA, July 1973.

Reviews recent research on job satisfaction and job turnover. Change models are considered in relation to studies of factors affecting job-change decisions. (TC)

McKenney, James L. and Peter G. W. Green. "How Managers' Minds Work," *Harvard Business Review*, Vol. 52, No. 3 (1974), pp. 79-90.

Discusses recent research on cognitive style designed to better understand the cognitive aspects of the decision-making process; presents a model of cognitive style, stating that models are more useful than intuitive or nonsystematic means when making decisions and developing strategies for action. (PD)

McNamar, Richard T. "Building a Better Executive Team," *California Management Review*, Vol. 16 (Winter 1973), pp. 59-70.

The selection process is described in detail and the

importance of a computer-based candidate identification system is emphasized. Valuable for students of the selection interview. (PD)

Miner, Mary G. "Pay Policies: Secret or Open? And Why?" *Personnel Journal*, Vol. 53, No. 2 (1974), pp. 110-115.

Reviews available research on the motivational effect of open or secret pay policies. In many cases employee access to wage policies and rates is limited. Smaller firms appear more open. It is suggested that the lack of wage information leads to unionization and that availability of wage information is important to motivation. (PD)

Mintzberg, Henry. "Strategy-Making in Three Modes," *California Management Review*, Vol. 16 (Winter 1973), pp. 44-53.

Organizations make decisions in three strategic modes: the entrepreneurial, the adaptive, and the planning. The characteristics of each have organizational communication implications. The state of organizational maturity is reflected in the strategic mode. (TC)

Mitchell, Terence R. and Earl Vinson. "Replication and Extension of Expectancy Models for Job Effort, Satisfaction, and Performance," U. S. Government Report TR-73-47, Washington University, Seattle--Department of Psychology, July 1973.

Vroom's expectancy models for job effort, satisfaction, and performance are tested. Five modifications of the theory are reviewed and empirically tested. (FS)

Morano, Richard. "Value Scaling as a Counseling Aid," *Personnel*, Vol. 50, No. 5 (1973), pp. 60-62.

Recommends a method of determining the value needs and degree of satisfaction for an individual for purposes of providing counseling aid in career planning. (PD)

Moses, Joseph L. "The Development of an Assessment Center for the Early Identification of Supervisory Potential," *Personnel Psychology*, Vol. 26 (Winter 1973), pp. 569-580.

Study finds strong relationship between results of Early Identification Assessment Center and the more extensive Personnel Assessment Program. Performance ratings for EIA include leadership, forcefulness, dependence, energy, decision making, oral and written communication skills, and scholastic aptitude. (FS)

Myers, M. Scott and Vincent S. Flowers. "A Framework for Developing Human Assets," *California Management Review*, Vol. 16 (Summer 1974), pp. 5-16.

The dimensions of human assets include knowledge, health, availability, and attitudes. A way of examining each is proposed and a way of "dollarizing attitudes" is articulated.

Many of the attitudes examined revolve around communication in the organization. (TC)

Niss, J. "Information and the Management of Innovation," *Journal of Educational Administration*, Vol. 11, No. 1 (May 1973), pp. 79-87.

Possession of information within an organization is important because it confers status and security, gives influence in decision-making, and creates a sense of uncertainty among those who are excluded from it. Thus, innovation is successfully accomplished in part by the deliberate exercise of control over information, a crucial systemic resource. (TC)

O'Reilly, Charles A. and Karlene H. Roberts. "Information Filtration in Organizations: Three Experiments," *Organizational Behavior and Human Performance*, Vol. 11 (1974), pp. 253-265.

Differences in filtration are contrasted in upward, downward, and lateral situations. The independent variables consist of interpersonal trust and perceived influence. Dependent variables include total information transmitted, importance of information transmitted, and positive/negative information transmitted. (LS)

Orpen, Christopher. "The Correct Use of Personality Tests: A View from Industrial Psychology," *Public Personnel Management Journal*, Vol. 3 (May-June 1974), pp. 228-229.

The ethical and practical values of personality tests are explored. Examples are given of situations in which they can be useful. (TC)

Paine, Frank T. and Martin J. Gannon. "Job Attitudes of Supervisors and Managers," *Personnel Psychology*, Vol. 26 (Winter 1973), pp. 521-529.

Attitudinal factors of managers and supervisors of the General Services Administration are identified. Results show supervisors more negatively oriented on three factors--equity of rewards, adequacy of workforce, and skill utilization. (FS)

Palmer, Walter J. "Management Effectiveness as a Function of Personality Traits of the Manager," *Personnel Psychology*, Vol. 27 (Summer 1974), pp. 283-295.

This investigation shows no support for its hypothesis that managerial effectiveness is a function of personality characteristics of an individual as measured by Gordon Personal Profile and Gordon Personal Inventory. Also Leadership Opinion Questionnaire does not discriminate on initiating structure of consideration as criterion of management effectiveness. (FS)

Pittenger, Eugene W. "Personal Values of Research and Development Professionals and Operative Goals in Research and Development Organizations: In-Depth Analysis of One Laboratory," U.S.

Government Report GSM/SM/73-27, December 1973.

Explores the organizational goals of R & D organizations and the personal value systems of professional personnel in R & D organizations by analyzing value concepts, goals, and demographic variables. (FS)

Porter, Lyman W., *et al.* "Unit Performance, Situational Factors, and Employee Attitudes in Spatially Separated Work Units," California University--Irvine, Graduate School of Administration, (August 1973) 39 p. ERIC ED 080842.

Investigates relationships between work unit performance, employee attitudes, and situational characteristics among 411 female clerical workers in 37 branch banks. Two independent dimensions of performance are empirically identified and their relationship to attitudes and situational characteristics studied. (FS)

Reck, Ross. "Can the Production Line Be Humanized?" *MSU Business Topics* (Autumn 1974), pp. 27-36.

Obstacles to humanizing the production line are analyzed. The author contends that conclusions from research are confusing and academia encourages conflicting theories. He suggests that industry should shift its perspective from industrial efficiency to social efficiency. (TC)

Robertson, Dan. "Communications and Sales Force Feedback," *The Journal of Business Communication*, Vol. 12 (Winter 1974), pp. 3-9.

The sales staffs of two organizations are exposed experimentally to information about competitor products in an attempt to trace how much of the information is fed back to the organization. One conclusion is that sales people must be trained in the necessity of giving feedback. (FS)

Rudolph, Evan E. "Informal Human Communication Systems in a Large Organization," *Journal of Applied Communications Research*, Vol. 1 (Winter-Spring 1973), pp. 7-23.

A large telephone company was surveyed to determine the effects of grapevine communication. The research findings indicated that informal communications were accurate 94 percent of the time. (FS)

Russell, Hamish M. "Communication: Key to Understanding," *Journal of Extension*, Vol. 10, No. 4 (Winter 1972), pp. 12-22.

Study undertaken to determine levels of understanding between members of an Extension Service and to assess the effect of differing levels of understanding on the integration and success of the agents in the field. (FS)

Scott, Dru. "Motivation from the TA Viewpoint," *Personnel*, Vol. 51,

No. 1 (1974), pp. 8-19.

Discusses transactional analysis and its practical uses within organizations, particularly in matters of motivation, effect upon production, and satisfaction of individual needs, through positive, negative, and mixed strokes, or units of recognition to parent, adult, and child ego states. (PD)

Semler, Eric G. "Communication in Industry," *Electronics and Power*, Vol. 19, No. 1 (1973), pp. 13-16, and No. 9 (1973), pp. 185-187. (Brit.)

A British publications consultant shows managers the need for good two-way communication with employees and peers, and he applies his suggestions to designers. (PD)

South, J.C. "Early Career Performance of Engineers--Its Composition and Measurement," *Personnel Psychology*, Vol. 27 (Summer 1974), pp. 225-243.

Shows the development and application of the Engineer Performance Description Form. Eighteen hundred engineers from a national firm participated as subjects. Communication is one of six performance components and correlates positively at or beyond the .01 level with supervisory ratings. (FS)

Stead, Bette Ann. "How Do Your Subordinates Stack Up As Company Communicators?" *Supervisory Management*, Vol. 18, No. 10 (1973), pp. 20-22.

An educator offers businessmen a 10-question instrument to measure employee effectiveness in communicating on the job. (PD)

Stephenson, Robert W., Henry F. Kaiser, and Clara E. Erickson. "The Implications of a 'See-Saw' Model of Organizational Effectiveness," U. S. Government Report AIR-32900, American Institutes for Research, Silver Spring, MD, January 1974.

A "see-saw" model of organizational effectiveness was designed as a result of a systems analysis of previously collected data describing organizational climates in research and development organizations. The model distinguishes between variables that have a generally increasing or decreasing effect on both creativity and productivity. (TC)

Sussman, Lyle. "The Relationship Between Message Distortion and Job Satisfaction," *The Journal of Business Communication*, Vol. 12 (Summer 1974), pp. 25-29.

Data gathered from 32 first line supervisors indicates that the manner in which they engage in information processing is intimately related to their perceptions of the organizational environment and their satisfaction. (FS)

Truell, George. "Where Have All the Achievers Gone?" *Personnel*,

Vol. 50, No. 6 (1973), pp. 36-40.

Draws an analogy between bowling and the work environment, recommending that the work environment includes freedom to set own goals, personal responsibility for attaining goals, prompt feedback, and recognition for accomplishment. (PD)

Tubbs, Stewart L. "Improving Strategies for Organizational Change," paper presented at the 59th Annual Meeting of the Speech Communication Association, New York City (November 8-11, 1973), 11 p. ERIC ED 083 654.

Notes that recent work in organizational development has established a causal relationship between managerial communication effectiveness and organizational efficiency. As a result, scholars need to develop and refine the application of communication theory to the requirements of business and industry. (TC)

Tucker, Charles O. "Faculty Communication and Academic Policy," *Central States Speech Journal*, Vol. 24, No. 3 (Fall 1973), pp. 212-221.

Studies university faculty committees' communication patterns in academic policy making. (PD)

Ward, Ernest H. "Elements of An Employee Motivation Program," *Personnel Journal*, Vol. 53, No. 3 (1974), pp. 205-208.

Presents a checklist aimed at improving employee motivation and better achieving company goals. The list includes communications, publicity, recognition, performance measurement, participation, knowledge of results, attitude measurement, work assignment, research, and supervisor motivation training. (PD)

Waters, I. K., Darrel Roach, and Nick Batlis. "Organizational Climate Dimensions and Job-Related Attitudes," *Personnel Psychology*, Vol. 27 (Autumn 1974), pp. 465-476.

Climate perceptions (effective organizational structure, work autonomy, close impersonal supervision, open-challenging environment, employee centered orientation/management, and peer support) factored from 22 organization scales (Friedlander and Margulies, Litwin and Stringer, House and Rizzo) are related to job-related attitudes. Employee centered environment proved important to all attitudes measured. (FS)

Winning, Ethan A. "MBO: What's In It for the Individual?" *Personnel*, Vol. 51, No. 2 (1974), pp. 51-56.

Explores individual achievement and an MBO/Rewards system, the problems of such a system, and ways of overcoming the drawbacks. Discussion between the supervisor and subordinate, including definition of responsibilities and expectations, is considered a crucial step in the MBO process. (PD)

———. "The Fine Art of Cutting It Short," *Industry Week*, Vol. 180,

No. 12 (1974), pp. 77-78.

Suggests how to end conversations gracefully thus avoiding the waste of time in business. (PD)

———. "Candid Management Gets Employee Participation," *Industry Week*, Vol. 180, No. 4 (1974), pp. 64-65.

Open communication linked with participative management is said to be successful in the Questor Corporation plant located at Fort Smith, AR. (FS)

SKILL IMPROVEMENT AND TRAINING IN ORGANIZATIONAL COMMUNICATION

Literature concerned with communication skill improvement, verbal, written, and nonverbal, including public speaking, meetings, group process, writing skills, listening, and interpersonal skills as in selling, interviewing, and counseling. This includes literature concerned with training programs, training needs, training materials, training techniques, learning principles, training course syllabi and descriptions.

The following topics were among those placed in this classification: training laboratories, games, role playing, programmed instruction, discussion techniques, transactional analysis, film, and videotape.

BOOKS AND DISSERTATIONS

Amsden, F. M., and N. D. White. *How To Be Successful in the Employment Interview: A Step-By-Step Approach for the Candidate.* Cheney, WA: Interviewing Dynamics, 1974.

Deals with preplanning, developing realistic positive attitudes, and practicing skills of effective interviewing. Includes study-guide checklists, personal inventory and preparation forms, and a rating form. (PD)

Bombeck, William L. *The Effects of Decision Making Training for Prospective School Administrators.* Ph.D. Dissertation, Arizona State University, 1974.

Studies the effects of decision-making training on prospective school administrators. The findings indicate the superiority of team performance over individual decision-making efforts.

Ensign, MaryLou. *Goal Consensus, Problem Solving, and Group Process Training in Teaching Teams.* Ph.D. Dissertation, University of Washington, 1973.

Studies the relationship between two variables in group process and organizational effectiveness and whether training in group process skills raises levels of team members. Findings indicate that there is a significant relationship between goal consensus and problem-solving. Training had no significant effect on organizational effectiveness. (FS)

Hart, Sara A. *Perceptional Aspects for Professional Preparation of Collegiate Business Communication Teachers.* Ed.D. Dissertation, University of Houston, 1973.

Studies question of preparing business communication teachers and proposes five business communication curricula. (FS)

Hergenroeder, Angela. *The Business Communications Program in Ohio Community Colleges and Technical Institutes.* Ph.D. Dissertation, The Ohio State University, 1973.

Examines the business communications program in Ohio community colleges and technical schools. Findings indicate stress should be placed on an oral communication skills program and that basic fundamental English and study skills be reviewed. (FS)

Jongeward, D. and D. Scott. *Affirmative Action for Women: A Practical Guide.* Reading, MA: Addison-Wesley, 1973.

Develops a training model of seminars for career women. Some relevant chapters are: The Organization Woman: Then and Now; A Strategy for Change; How to Eliminate Sexist Language from Your Writing. Some Guidelines for the Manager and Supervisor. (PD)

McNaughton, Harry H. *Proofreading and Copyediting.* New York, NY: Hastings House, 1973.

Contains a formulation of the rules and guidelines that proofreaders and copyreaders live by. Although intended for proofreaders and copyreaders, this book could serve as an excellent supplemental text for business writing courses. (PD)

O'Connell, Sandra E. *Felt Need for Change, Dissonance of Trainer Interventions, and Change of Group Norms in Team Development.* Ph.D. Dissertation, New York University, 1973.

Assesses change in group norms as a result of team development training. Results indicate that team development training is necessary to support change and that there is a relationship between training and interventions inducing moderate dissonance. (FS)

Resnick, Jaquelyn L. *The Effectiveness of a Brief Communications Skills Program Involving Facilitative Responding and Self-Disclosure Training for Student Volunteers in College Residence Halls.* Ph.D. Dissertation, The University of Florida, 1972.

Investigates the effects of a communication skills program on interpersonal effectiveness. The subjects acted as helpers and helpees in separate analogue counseling sessions. It was not possible to conclude from the data that any one treatment demonstrated greater effectiveness as a training program. (LS)

Stewart, Charles J. and William B. Cash. *Interviewing: Principles and Practices.* Dubuque, IA: William C. Brown, 1974.

Presents information on several types of interviews:

informational, persuasive, employment, appraisal, and counseling. Two appendices offer sample interviews and role-playing cases. (PD)

Voth, Richard T. *An Experimental Study Comparing the Effectiveness of Three Training Methods in Human Relations Attitudes and Decision-Making Skills.* D.B.A. Dissertation, Arizona State University, 1974.

Examines the use of business games, cases, and roleplaying methods in human relations training. Decision-making skills and attitudes did not appear to change due to any of the three training methods. (LS)

Watson, James R. *Communication Effectiveness in University Executive Management Programs: A Field Experiment.* Ph.D. Dissertation, University of Illinois at Urbana-Champaign, 1973.

Investigates the effectiveness of a university management program in achieving its goal of sustaining behavioral changes in participants. Results show that improvement obtained was sustained after eight months on-the-job performance. (FS)

Wheatcroft, E. *Simulators for Skill.* New York, NY: McGraw-Hill, 1973.

Presents the use of simulators as a training technique. Simulators are defined as devices which require the trainee to learn complete skills without typing up the expensive equipment on which those skills are required. (PD)

ARTICLES, PAPERS, AND U.S. GOVERNMENT PUBLICATIONS

Bahn, Charles. "The Counter Training Problem," *Personnel Journal,* Vol. 52, No. 12 (December 1973), pp. 1068-1072.

Counter training, the resistance to training through a nonorganized, informal network, represents a serious threat to training programs. Causes, effects, and possible cures for the counter training problem are discussed. (PD)

Balassi, Eileen Costello. "Changing Concepts in Business Communications," *The Journal of Business Communication,* Vol. 10, No. 4 (Summer 1973), pp. 25-32.

Discusses ways of improving the teaching of college business communications courses, including the use of circular seating arrangements, small group discussions, panel discussions, impromptu speeches, and new techniques for teaching letter writing. (PD)

Burke, W. Warner. "The Role of Training in Organization Development," *Training and Development Journal,* Vol. 26, No. 9 (September 1972), pp. 30-34.

Explains organization development and tells why individually-oriented training is ineffective unless integrated within the context of an overall organization improvement. (PD)

Byrne, Vincent J. "Six Skills Put Motivation Theory Into Action," *Industry Week*, Vol. 180, No. 10 (1974), pp. 42-44.

The President of Xerox recommends six ways to motivate employees: learn to listen, criticize effectively, increase employees' value, cope with opinion differences, give credit where due, and keep an open atmosphere. (PD)

Connolly, James E. "Is Your Message Getting Through?" *Automation*, Vol. 20, No. 10 (1973), pp. 44-50.

A brief review of oral reporting principles appropriate to a business setting by a professor of Rhetoric. Emphasizes visuals. (PD)

Dederich, R. M. "How to Buy and Use Training," *Electrical World*, Vol. 181, No. 3 (1974), pp. 75-76.

A G.E. executive warns managers to be sure their employees need training--and what kind--before buying any. He shows how to reach objectives while weighing benefits against cost. (PD)

Elliot, Clifford. "What Managers Can Do to Break the EDP Barrier," *Administrative Management*, Vol. 35, No. 1 (1974), p. 50.

An educator maintains that many managers have no real communication with their electronic data processors. He provides a suggestion for overcoming the vertical communication barrier via seminars. (PD)

Ely, Donald D. and John T. Morse. "TA and Reinforcement Theory," *Personnel*, Vol. 51, No. 2 (1974), pp. 38-41.

Presents TA as a human communications model and useful management training model blended into a five-day course for management and employees, including an outline of the curriculum and results from one evaluation of course effects. (PD)

Everhart, L. R. "In-Plant Training at EIMCO Foundry," *Foundry Management and Technology*, Vol. 102, No. 5 (1974), pp. 167, 169, 171, 174.

One company has reduced monthly turnover from 4 percent to between 1.5 and 2 percent by assigning a "sponsor" to every new hire to insure good communication and proper training. (PD)

Fiedler, Fred E. "On the Death and Transfiguration of Leadership Training," U.S. Government Report 70-16, Washington University, Seattle, December 1970.

A new interpretation of leadership experience and training is utilized to explain why the literature reports no consistent

relations between methods of leadership development and organizational performance. (TC)

Gelb, B. and G. Gelb. "Strategies to Overcome Phony Feedback," *MSU Business Topics*, (Autumn 1974), pp. 5-7.

Some managerial actions force feedback which is distorted. The authors give suggestions for avoiding this communication barrier. (PD)

Gibson, Richard F. "Discipline: Search for New Solutions," *Industry Week*, Vol. 182, No. 3 (1974), pp. 52, 56, 58, 60-61.

Correct an erring employee; do not fire him. This defines corrective discipline. Establish criteria for rewards and punishments, and be consistent. (PD)

Golembiewski, Robert T. and Stokes B. Garrigan. "Planned Change Through Laboratory Methods," *Training and Development Journal*, Vol. 27, No. 3 (March 1973), pp. 18-27.

The laboratory approach in managerial training generates a learning design seeking to reverse degenerative communication sequences and to reinforce regenerative communication sequences. (TC)

Heinich, Robert. "Is There a Field of Educational Communications and Technology?" *Audiovisual Instruction*, Vol. 18, No. 5 (May 1973), pp. 44-46.

Looks at the field of educational communication and technology and concludes that there is a large cluster of professional specialties that logically belong within that preview. (TC)

Henry, David. "Preparing Business Communications," *Journal of Systems Management*, Vol. 25, No. 3 (1974), pp. 26-27.

A Systems Project Manager from the J.C. Penney organization gives a checksheet for use in planning business communications. His key is reader emphasis, not writer emphasis. (PD)

Hess, Lee and Len Sperry. "The Psychology of the Trainer as Learner," *Personnel Journal*, Vol. 52, No. 9 (1973), pp. 781-785, 825.

In order to increase effectiveness, the trainer should consider and adapt to the trainee's "learning style." The article explores the implications for training modifications based on three elements of style: learning modality, learning tempo, and learning differentiation. (PD)

Hine, Edward A. "Work It Out Before You Write It," *IEEE Transactions on Professional Communication*, Vol. PC-16, No. 4 (1973), pp. 205-206.

One who writes a technical paper needs to examine his subject from all angles before writing. He asks himself many questions

(listed). He keeps steadfastly to his predetermined direction. This insures understanding by-peers in the organization. (PD)

Hodge, B. J. and John W. Lee. "What Reading Will Do For The Executive," *Business Horizons*, Vol. 16, No. 4 (1973), pp. 47-51.

Indicates a trend in organizational training away from the glamorous computer simulations and videotape systems and toward reading proficiency. An economical program is described. (PD)

Huseman, Richard C. "Communication in Conflict: A Film-Based Approach to Communication Training," *The Journal of Business Communication*, Vol. 11, No. 1 (1973), pp. 15-21.

Presents a film-based case study approach to the study of communication. The task is training policemen in communication problems and techniques. (PD)

Huskonen, Wallace D. "Are You OK As a Foundry Manager?" *Foundry Management and Technology*, Vol. 102, No. 6 (1974), pp. 46-48, 50.

Describes "TA" theory and gives examples close to the experience of foundry managers. (PD)

Ivancevich, John M. "A Study of a Cognitive Training Program: Trainer Styles and Group Development," *Academy of Management Journal*, Vol. 17 (September 1974), pp. 428-439.

Training groups in a five-day management seminar are examined in terms of trainer style, group cohesion, conflict, open communication, and the amount of production. It is concluded that trainer style has influence on the group's development. (FS)

Jackson, Clyde W. "Documentation is Spelled C-o-m-m-u-n-i-c-a-t-i-n-g," *Journal of Systems Management*, Vol. 24, No 6 (1973), pp. 34-35.

A banker lists eight steps to insure that employees understand precisely how to use computers for documentation. (PD)

Johnson, Michael L. "Removing the Training Straitjacket," *Industry Week*, Vol. 181, No 6 (1974), pp. 42-46.

Beware of going without needed training in organizations. But get away from the single-stage (lecture) model. Involve the trainees. (PD)

LaMotte, Thomas. "Making Employee Orientation Work," *Personnel Journal*, Vol. 53, No. 1 (1974), pp. 35-37.

Outlines a comprehensive orientation program at a hospital, brought about by an added staff and union organizing attempt. Good employee feedback is reported while orientation continues during employment term. (PD)

Long, Donald R. "Tearing Down Departmental Walls," *Industry Week*, Vol. 178, No. 5 (1973), pp. 30-34.

Organizational departments are divided by psychological walls. Profits go down because costs run high. This suggests ways to get horizontal cooperation via rewards along nontraditional lines. (PD)

Mills, Bill G. "Effective Presentations before the City Council," *Public Personnel Management Journal*, Vol. 3 (March-April 1974), pp. 115-124.

Considering the speech as the "successful management of human parameters," the author gives guidelines for proper persuasion of an audience. (PD)

Mintz, Harold K. "Memos That Get Things Moving," *Supervisory Management*, Vol. 18, No. 8 (1973), pp. 2-9.

A Honeywell representative analyzes how to plan and write effective memos. He includes samples. (PD)

Naffziger, D. H. "Unlock the Hidden Potential in Your People," *Foundry*, Vol. 102, No. 2 (1974), pp. 40-42.

Students of management need to add a fifth concern to the traditional four: 1) planning, 2) organizing, 3) direction, 4) control, and now 5) human development. Motivating self-change is the "new" goal suggested. (PD)

Parker, Treadway C. "Evaluation: The Forgotten Finale of Training," *Personnel*, Vol. 50, No 6 (1973), pp. 59-63.

Outlines useful techniques for planning and implementing an evaluation of training. The author discusses four categories of training studies: job performance, group performance, participant satisfaction, and participant knowledge gain. Suggested measurement techniques include the interview. (PD)

Patton, John A. "How to Solve the Foreman's Dilemma," *Foundry*, Vol. 102, No 4 (1974), pp. 58-61.

Management needs to give serious help to the man caught in the middle--the first-line supervisor (foreman). A company president shows how not only income and specialists are needed but also a real concern for communication. He outlines a program. (PD)

Petty, M. M. "A Multivariate Analysis of the Effects of Experience and Training Upon Performance in a Leaderless Group Discussion," *Personnel Psychology*, Vol. 27 (Summer 1974), pp. 271-282.

The effects of training and experience on members in a leaderless group discussion are tested using observers and a 14-item behavioral check list (Bass). Results show that training is statistically significant across all criterion measures and experience effect is not. (LS)

Recknagel, Kenneth H. "Why Management Training Fails and How to Make it Succeed," *Personnel Journal*, Vol. 53, No. 8 (1974), pp. 589-597.

Recognizing the need to improve the structure and process of organization and management development programs, this article analyzes proposals designed to focus on the individual, his effectiveness and success within the organization. (PD)

Rivoli, Raymond P. "Don't Complain About Complaints--Handle Them," *Industry Week*, Vol. 181, No. 9 (1974), p. 42.

A consultant advises executives about complaint handling: acknowledge it, investigate it, analyze it, settle it, and then follow through. This does not mean an executive always agrees with a complaint, but it means he acts on it. (PD)

Schwartz, Stanley J. "The Work Ethic Can Be An Employee Motivator," *Industry Week*, Vol. 181, No. 2 (1974), pp. 35, 38.

Communicate often with employees, and assume they want to work. Structure jobs, listen carefully, provide good pay, and a sense of security. The work ethic is not dead. (PD)

Sigband, Norman B. "Effective Communication: Key to Promotion," *Chemical Engineering*, Vol. 80, No. 17 (1973), pp. 122, 124, 126.

A California professor offers a brief review of practical suggestions to insure the production of easily understood reports. (PD)

Silverstone, David M. "Compressed Speech: Capabilities and Uses," *Audiovisual Instruction*, Vol. 19, No. 1 (January 1974), pp. 42-43.

Looks at compressed speech as offering opportunities for circumventing the information explosion, effecting economy in time, and encouraging development of concentration powers. (PD)

Smart, Bradford D. "Achieving Effective Meetings--Not Easy, But Possible: Basic Problem-Solving and Decision-Making Statistics," *Training and Development Journal*, Vol. 28, No. 1 (January 1974), pp. 12-17.

Highlights the waste due to ineffective business meetings, and describes techniques behavioral scientists have developed to cope with this perennial problem. A case study dramatizes how the techniques are applied. (PD)

Teather, D. C. B. "Teaching Interpersonal Communication Skills Using Role-Play and CCTV," *Adult Education (London)*, Vol. 45, No. 5 (January 1973), pp. 304-311.

Describes short course developed in adult education at the University of Liverpool, England. (PD)

Tregoe, Jr., Benjamin B. "Job Enrichment: How to Avoid the Pitfalls,"

Personnel Journal, Vol. 53, No. 6 (1974), pp. 445-449.

Examines the success of Analytical Trouble Shooting, a course designed to teach problem-solving skills to hourly workers and first-level supervisors. Each employee gains skills in problem solving and communicating freely with other individuals in the organization. (PD)

Ward, Richard I. "Construct Your Own Performance Appraisal Program," *Industry Week*, Vol. 181, No. 8 (1974), pp. 58, 60.

Develop a purely objective means of evaluating subordinates. Emphasize eye-to-eye communication during the evaluation. Here is how to develop one's own program. (PD)

Yorks, Lyle. "Key Elements in Implementing Job Enrichment," *Personnel*, Vol. 50, No. 5 (1973), pp. 45-52.

Recommends a consulting relationship rather than a training relationship in job enrichment efforts; the consulting model includes a departmental key man whose position complements that of the specialist. (PD)

Zeira, Yoram. "The Introduction of On-the-Job Management Development," *Personnel Journal*, Vol. 52, No. 12 (1973), pp. 1049-1055.

The advantages of on-the-job training overshadow those of its often-used counterpart, off-the-job training. Advantages of the method and description of the development of an on-the-job training program are included. The techniques of coaching are discussed. (PD)

———. "The Systems Approach to Management Development," *Organizational Dynamics*, Vol. 2 (Fall 1974), pp. 65-79.

Five cases are analyzed to show the complexity of systems training. Top management buys training for everyone but themselves. A realistic analysis of achievements needs balance of both behavioral and nonbehavioral specialists. (TC)

———. "Business Tries Out 'Transactional Analysis,'" *Business Week*, No. 2313 (January 12, 1974), pp. 74-75.

Reports the extent of TA training in business and industry as of January 1974. It includes views of several proponents of TA training. (PD)

———. "How Consultants Make Firing Easier," *Business Week*, No. 2340 (July 20, 1974), pp. 67-68.

Consultants "teach" top managers how to "outplace" (fire) executives gracefully. They include instruction in how to look for another job to assist the fired executive. (PD)

———. "Backlash in Sensitivity Training," *Electrical World*, Vol. 181, No. 4 (1974), p. 83.

Increased self-awareness often makes employees discontent with their jobs. Newly discovered individual needs frequently differ from organizational needs. (PD)

———. "Down with Deadlines," *Industry Week*, Vol. 181, No. 1 (1974), pp. 40-41.

An administrator's impatience to find something out can cause foolish and even dangerous misallocation of expensive time and resources. (PD)

———. "How to Operate An Idea Machine," *Industry Week*, Vol. 182, No. 7 (1974), pp. 61-62.

Employs 1974 nomenclature to describe Osborne's "brainstorming" technique. (PD)

———. "Listen with your Eyes," *Industry Week*, Vol. 178, No. 3 (1973), pp. 37-39.

Claims that some companies have given managers training in body language and have measurable gains in labor negotiations, buying, and selling. (PD)

———. "Making Meetings Productive," *Industry Week*, Vol. 179, No. 1 (1973), pp. 52, 54.

Contains practical suggestions to increase the usefulness of meetings: avoid extravaganzas, select members with care, make visuals available, follow a simple format, and arrange for an appropriate meeting room. (PD)

COMMUNICATION MEDIA IN ORGANIZATIONS: SOFTWARE AND HARDWARE

Literature concerned with one or more phases of the media as the primary element of study in relation to the fundamental communication variables and their effectiveness.

Communication media relates to both software and hardware, including oral media, written media, telephonic media, audiovisual media, electronic media, and nonverbal media.

The following topics were among those placed in this classification: document retrieval systems, information systems, computer capabilities, and management by objectives as a technique.

BOOKS AND DISSERTATIONS

Blalack, Mary B. *The Use of Kinesics in Establishing and Determining Means in Superior-Subordinate Communications.* Ph.D. Dissertation, The Louisiana State University and Agricultural and Mechanical College, 1973.

Analyzes positive and negative kinesics (body movements), and attempts to determine what, if any, effect they lend to message perception. (FS)

Cullen, Neil. *Written Evaluation at Justin Morrill College: Implementing and Organizational Innovation.* Ph.D. Dissertation, Michigan State University, 1973.

Examines the written evaluation system used at Justin Morrill College. Findings indicate that faculty completes forms more thoroughly than students. (FS)

Daubert, H. E. *Industrial Publicity,* New York: John Wiley & Sons, 1974.

Deals with theory and practice in planning, producing, and disseminating information. (PD)

Dock, V. T. and E. Essick. *Principles of Business Data Processing.* Chicago: Science Research Associates, 1974.

Designed to meet the need for a basic understanding of data processing. Illustrates use of various data processing systems for business applications and gives a familiarization with functional and operational characteristics. (PD)

Dunn, E. S. *Social Information Processing and Statistical Systems--Change and Reform.* New York: John Wiley & Sons, 1974.

Analyzes the ways social data for management, public policy,

and social sciences are acquired and processed; and discusses the dilemmas concerning personal privacy. (TC)

Hallam, Stephen F. *An Investigation of the Objectives and Constraints of Electronic Data Processing Departments.* Ph.D. Dissertation, University of Iowa, 1973.

Examines the goals and constraints of EDP departments in order to determine the identity and rank order of these goals and constraints. Determines whether all EDP departments have the same goals and constraints irrespective of other important variables. (FS)

Hempstead, John O. *Media and the Learner: The Influence of Media-Message Components on Students' Recall and Attitudes Toward the Learning Experience.* Ph.D. Dissertation, University of Wisconsin, 1973.

Seeks to identify the most effective media-message combinations. Results find that the subjects preferred and achieved higher recall scores when a combination of print or pictures, with verbal sound, was used. (FS)

Hoyt, D. D. (ed.) *Computer Security Handbook,* New York: Macmillan Information, 1973.

Emphasizes protection of the computer systems from external violation and methods for maintaining the privacy of information accessed by the computer. (PD)

Kempner, K., K. MacMillan, and K. H. Hawkins. *Business and Society: Tradition and Change,* London: Allen Lane, 1974.

After tracing the development of modern thought on business and society, the authors suggest that new methods of communication have influenced the underlying logic of business and that concern for the quality of life has destroyed much of the traditional logic of business. (TC)

Kobre, S. *Successful Public Relations for Colleges and Universities,* New York: Hastings House, 1974.

A how-to-do-it book concerned with writing the basic news release, using the print and broadcast media, devising exhibits and displays, and measuring the impact of public relations. (PD)

Landrum, Mildred W. *The Effect of Selected Variations in Organization on the Comprehension of a Short Business Memorandum Report in Administrative Communication.* Ph.D. Dissertation, Georgia State University, School of Education, 1974.

Attempts to determine if there are specific variations of organization of report parts, organization of paragraphs within a report, or use of headings that aid the extent of reader comprehension of a short typewritten business memo report. (FS)

Mann, C. *Editing for Industry: The Production of House Journals*, London: Heinemann, 1974.

Designed as an applications book oriented to the novice editor of house journals. Covers all areas from photo cropping and placement to typography and working with the printer. (PD)

McCabe, Robert K. *Communication and Accounting: An Empirical Investigation into the Level of Language Complexity, Meaning Compatibility, and the Attitudes of Analysts Toward the Usefulness of External Financial Reports, Management Credibility, and Auditor Credibility.* D.B.A. Dissertation, University of Colorado, 1973.

Studies whether the code used or the attitude of the users lead to breakdowns in the communication process. The results indicate that, depending on the group of users studied, both the code and the attitude of the users may contribute to breakdowns. (FS)

Morton, James R. *The Communication Effectiveness of Footnotes in Published Corporate Financial Statements.* Ph.D. Dissertation, University of Southern California, 1974.

Reveals the needs and perceptions of financial statement users and preparers concerning financial statement footnotes; and identifies areas of conflict between and among various user and preparer groups which tend to adversely affect the communication effectiveness of footnotes to financial statements. (FS)

Picur, Ronald D. *A Framework for a Manpower Information System.* Ph.D. Dissertation, Northwestern University, 1973.

Develops a framework for a computerbased manpower information system and explores its uses and implications. (TC)

Rucker, R. W. and H. L. Williams. *Newspaper Organization and Management*, 4th ed., Ames, IA: The Iowa State University Press, 1974.

A fourth updating of this classic text now includes: organization and equipment, production and service, financial and legal questions, public relations, and relations within the plant. (TC)

Schaeberle, Frederick W. *The Role of the Internal Auditor in Relation to Information Systems.* Ph.D. Dissertation, University of Missouri, Columbia, 1973.

Identifies the problems of effective communications between the information system and users of the output, and discusses information protection from persons within or outside of the organization. (TC)

Tarondeau, Jean C. *The Management Information System Design Problem: Discriminant Analysis Applied to Production Information Systems.* Ph.D. Dissertation, The University of Texas at Austin, 1974.

Analyzes current practices in the area of production

information systems in order to derive guidelines which could be useful to managers facing the problem of designing such systems. (FS)

Tow, J. T. (ed.) *Information Systems: Coins IV*, New York: Plenum Press, 1974.

Summarizes much of what has occurred at the International Symposium on Computer and Information Sciences over the years, including information retrieval, software systems, data structures, information systems, etc. (PD)

ARTICLES, PAPERS, AND U.S. GOVERNMENT PUBLICATIONS

Bedelan, Arthur G. "A Historial Review of Efforts in the Area of Management Semantics," *Academy of Management Journal*, Vol. 17 (March 1974), pp. 101-109.

Gives a brief overview and appraisal of efforts to alleviate the terminological conflict within the field of management. Included are reviews of both currently available and out-of-print general management dictionaries and glossaries. (PD)

Boulden, James B. and Ephraim R. McLean. "An Executive's Guide to Computer Based Planning," *California Management Review*, Vol. 16 (Fall 1974), pp. 58-67.

Presents a computer-based planning system consisting of the planner, the computer, the software programs, communication links, the modeling network, and the data base. It is considered in depth with numerous examples. (TC)

Bromage, Mary C. "The Message and the Medium," *Michigan Business Review*, Vol. 26, No. 3 (1974), pp. 24-28.

A professor of written communication carefully differentiates between written and oral messages. She deals with "tone," "style," and "planning." (PD)

Conrath, David W. "Communications Environment and its Relationship or Organizational Structure," *Management Science*, Vol. XX (December 1973), pp. 586-603.

Presents a broad statement on organizational communication analysis and measurement. Includes field data (Canadian manufacturing and sales firm) supporting the relationship between face-to-face structure and physical proximity. Secondary analyses reveal relationships of face-to-face to authority and telephone to task structure. (FS)

Champness, Brian G. "Attitudes Toward Person/Person Communications Media," *Human Factors*, Vol. XV (October 1973), pp. 437-447.

Examines the attitudes of 36 pairs of managerial civil

servants toward three media: face-to-face, loudspeaking audio, and closed circuit TV. Findings indicate that there are significant effects of the media upon scores from three factors (Aestheticism, Evaluation, and Privacy). The differences found have implications both for previous explanations of the effects of media on laboratory task performance and for the real-life use of person-person communication systems. (LS)

Farradane, J. *et al.* "Problems in Information Retrieval: Logical Jumps in the Expression of Information," *Information Storage and Retrieval*, Vol. 9, No. 2 (February 1973), pp. 65-77.

The use of a structured system of storing information, particularly relational indexing, can lead to situations in which items would not be retrieved due to technicalities of the system. To overcome such problems a study was made of condensations with the aim of providing a series of rules to apply. (TC)

Fielden, John. "Management Information in Higher Education: The Gulf Between Theory and Practice," *Educational Administration Bulletin*, Vol. 1, No. 1 (Spring 1972).

Academic decisionmakers must be helped to use the right kind of information so that the implications of the difficult alternative choice decisions are fully spelled out. The great overriding benefit of an integrated management information approach is that it can further the institutional view and can show a broad overall picture. (PD)

Funkhouser, G. Ray, and Nathan Maccoby. "Tailoring Science Writing to the General Audience," *Journalism Quarterly*, Vol. 50, No. 2 (Summer 1973), pp. 220-226.

Describes an experimental study which demonstrates that science and technical writing can be written to maximize audience interest and appeal. (LS)

Harper, G. Neil. "Computer-Based Financial Management: Practice Aids," *AIA Journal*, Vol. 58, No. 6 (December 1972), pp. 39-42.

Describes a new computer-based financial management system for architectural and engineering firms. The operational computer system places a full range of management controls in the hands of principals, auditors, and controllers, thus making possible improved administrative and financial performance. (PD)

Jacobson, L. G. "The Camera: A Tool of the Trade for Labor Relations Specialists," *Personnel Journal*, Vol. 53, No. 3 (1974), pp. 208-210.

Recommends that labor relations officers utilize cameras as a means of helping to settle disputes between labor and management. Photos of equipment damage, work areas, and safety conditions could be invaluable in avoiding or resolving grievances and promoting company harmony. (PD)

Jones, T. C. "Phone Meetings Communicate More at Less Expense," *Management Review*, Vol. 62, No. 6 (1973), pp. 29-32, 41.

The more that telephone meetings replaced face-to-face meetings, the more favorably the former compared. This study examined six IBM locations, and the subjects were IBM programmers. (FS)

Kerr, Jack B. "The Kerr Report on Reports," *Dun's Review*, Vol. 102, No. 4 (1973), p. 123.

A middle manager who teaches business law tells how many people read reports--a low number. He concludes that more effort needs to go into direct oral communication and less to written (reporting) communication. (FS)

Kutina, Kenneth L. and Edgar Lee. "A Management-Decision-Oriented View of Medical School Information System Requirements," *Journal of Medical Education*, Vol. 48, No 9 (September 1973), pp. 795-804.

At Case Western Reserve University an interdisciplinary management team of educators and management specialists has been formed to effectively organize, plan, and control the medical school. Information system requirements are discussed. (FS)

Martinez, Samuel J. "A Cooperative Information Storage and Retrieval System for the Petroleum Industry," *Journal of Chemical Documentation*, Vol. 13, No. 2 (May 1973), pp. 59-65.

Describes the evolution of "Petroleum Abstracts," which was started in 1961. The various methods used for retrieving are discussed.

Mathews, Walter M., *et al.* "Management Information Systems: The State of the Art," paper presented at American Institute for Decision Sciences Annual Meeting, New Orleans, LA, (November 1-4, 1972), 16 p. ERIC ED 090 692.

Indicates that management information systems have developed from primitive routine clerical and accounting systems to elaborate decisionmaking systems and notes areas for further improvement. Includes an appendix that contains profiles of 25 educational management information systems and a bibliography. (TC)

McNairn, William N. "Three Ways to Wake Up Procedure Manuals," *Management Adviser*, Vol. 10, No. 3 (1973), pp. 26-33.

Stresses the medium of written procedure manuals and warns against three potentially costly compromises with vitally important communication functions. (PD)

Michael, Walter G. "A Mechanized Storage and Retrieval System for Internal Documents," *Journal of Chemical Documentation*, Vol. 13, No. 3 (August 1973), pp. 127-130.

Describes a storage and retrieval system developed for a pharmaceutical firm for internal document control. (FS)

Newstrom, John W., Robert E. Monczka, and William E. Reif. "Perceptions of the Grapevine: Its Value and Influence," *The Journal of Business Communication*, Vol. 12 (Spring 1974), pp. 12-20.

Studies of the grapevine are reviewed and a semantic differential is given to 341 managers in order to determine their perceptions of the grapevine. Finally, guidelines for managers are suggested. (FS)

Peterson, Marvin W. "Some Organizational Implications of a Management Information System, Occasional Papers," University of Michigan, Ann Arbor, Center for the Study of Higher Education, (1973), 41 p. ERIC ED 077 356.

Reviews the social and organizational issues which will affect the design and implementation of a university management information system (MIS). Discusses some of the organizational questions with which a university's executive officers and the MIS director must struggle to implement an effective total management information system. A 26-item bibliography is included. (TC)

Piscopo, Benjamin P. "Word Processing--New Approach to Corporate Profit," *Technical Communication* (Fourth Quarter, 1973), pp. 2-5.

Briefly explores the efficiency of written communication in organizations through the use of computer-assisted automated typing. Describes components of a "Word Processing System" (i.e., typewriter terminal, video composer, systems computer, line printer, and software capabilities), its basic applications and flexibility. Speculates on potential benefit to corporate profit. (PD)

Pollock, N. C. "Information Needs of Top Management," *Information Scientist*, Vol. 6, No 2 (June 1972), pp. 61-74.

Reviews purposes for which business management requires information, the sources of that information and the ideal characteristics in its form, presentation, and availability. (TC)

Rivas, Frank W. "Programs for Writing Research Reports," *Journal of Applied Communications Research*, Vol. 2 (Winter-Spring 1974), pp. 21-30.

Discusses several programs for writing research reports used by corporations. The values and limitations for each program are described. A final model is suggested. (TC)

Rotec, Benjamin. "An Integrated Framework for Personnel Utilization and Management," *Personnel Journal*, Vol. 52, No. 12 (1973), pp. 1031-1039.

An integrating framework for personnel utilization and management is produced through development of a controlled systematic language for describing and analyzing both job requirements and individual skills and experience, and a computer-based information source, containing personnel information. (PD)

Scheffler, Frederic L. "A Novel Philosophy for the Design of Information Storage and Retrieval Systems Appropriate for the 70's," *Journal of the American Society for Information Science*, Vol. 24, No. 3 (May-June 1973), pp. 205-209.

Suggests a philosophy for the design of information storage and retrieval systems in which the computer is recognized in the perspective of a powerful and effective alternative tool. (PD)

Silverman, Robert. "The Cross-Fertilization Concept: An Employee Publication that Communicates," *Personnel Journal*, Vol. 52, No. 9 (1973), pp. 819-822.

Suggests that the role of the employee publication could be expanded to become a valuable management tool. Developing specific objectives, providing sections designed to present factual material, responding to employee questions, and airing views on organization issues help make the publication "communicate." (PD)

Stein, Jerome D., *et al.* "A Computer-Based Comprehensive Bio-Data Information Retrieval System," *Journal of Chemical Documentation*, Vol. 13, No. 3 (August 1973), pp. 145-152.

Discusses problems encountered in converting a card-oriented biological data information system to new computer equipment. Data formats, input-output procedures, search strategies, etc. are described. (FS)

Ware, John E., Jr., *et al.* "DYAD: A CCTV System with Computerized Coding to Evaluate Student Performance in the Clinical Interview," *Biomedical Communications* (November 1974), pp. 8-13.

Describes a method of interview analysis that employs computerized coding. A flow diagram of the total system is presented and verbal and nonverbal communication behavior is quantified. Outcome is displayed in terms of mean verbal and nonverbal behaviors per minute. Twenty-nine categories are developed for both verbal and nonverbal behavior. (TC)

Weston, J. R. "Diaries Keep Information Flowing," *Industry Week*, Vol. 181, No. 3 (1974), p. 45.

A "Friday Diary" is prepared by a president and his top ten managers so that each one of them knows precisely what is going on. Internal communication problems do not arise. (PD)

COMMUNICATION SYSTEM ANALYSIS IN ORGANIZATIONS

Literature concerned with case studies of the overall organization or with subunits thereof; communication evaluation, audit or examination of effectiveness; communication networks; communication direction, upward, downward, horizontal; communication diffusion, as in grapevine studies, or ecco analysis studies; and other forms of overall organization communication analysis including organization development studies.

The following topics were among those placed in this classification: communication network structures, information requirement analysis, data base models, management analysis of communication, change agent topics, general systems theory, cybernetics, and certain organizational climate studies.

BOOKS AND DISSERTATIONS

Alexander, M. J. *Information System Analysis*, Chicago: Science Research Associates, 1974.

Discusses General System theory, various types of system models, behavioral characteristics of dynamic systems, and the direct application of systems analysis to organization. (TC)

Blake, Richard H. *An Analysis of Communication Network Structures in Elementary Schools Implementing an Individualized Instructional Program.* Ph.D. Dissertation, University of Utah, 1974.

An analytic study of the communication network structure among elementary school teachers. (FS)

Hage, J. *Communication and Organizational Control: Cybernetics in Health and Welfare Settings*, New York: John Wiley & Sons, 1974.

Develops a theory of cybernetics control for organizations, drawing heavily on a four-year case study of a hospital and comparative testing in 16 health and welfare organizations. Considerable attention is given to the measuring of communication networks. (FS)

Heydebrand, W. V. *Hospital Bureaucracy: A Comparative Study of Organization*, New York: Dunillen Publishing Company, 1973.

A multivariate approach to some of the significant organizational communication variables from a sociological perspective. (TC)

Mahapatra, Sitikantha. *Dynamics for Establishing the Flows of Information Needed for Effective Planning Administration and Control, D.E.F.I.N.E.P.A.C.* Ph.D. Dissertation, Case Western Reserve University, 1974.

Determines the information needs of "ill-structured" management problems. Study reviews the art of information requirements analysis, developes the theory underlying the design and methodology of D.E.F.I.N.E.P.A.C., provides guidelines for users, and discusses the specific instruments for implementation. (TC)

Mahler, W. R. *Diagnostic Studies,* Redding, MA: Addison-Wesley, 1974.

Suggests that diagnostic studies of the organization are essential if personnel departments are to uphold their responsibility for organization development. Describes data collection for various types of diagnoses, including a measurement of organizational climate. (PD)

Moffatt, John H., Jr. *An Integrated Data Base for Use in Management of Higher Education.* Ph.D. Dissertation, The University of Arizona, 1974.

Constructs a generic model of a data base that can be used as the nucleus of an information system for higher education. (TC)

Rogers, Donald P. *A Systems Analysis of Correlates of Network Openness in Organizational Communication.* Ph.D. Dissertation, Ohio University, 1973.

Attempts to replicate, in ongoing organizational groups, the effects of communication network openness, which have been ascribed to laboratory groups. Results indicate the network openness found in experimental laboratory groups also is evident in "real" ongoing organizations. (FS)

Rosenberg, Seymour L. *Self-Analysis of Your Organization,* Saranac Lake, NY: Amacon, 1974.

Suggests that a healthy organization is one able to adapt to the times through self-analysis. A separate chapter on "Communication in the Firm" deals with informal communication patterns, mutual trust, credibility, etc. (PD)

Sickels, R. J. *Presidential Transaction,* Englewood Cliffs, NJ: Prentice-Hall, 1974.

An interesting, though limited analysis of the communication networks established by various presidents of the U. S. Exchange theory is used to explain what each participant gains and loses in the transactions. (TC)

Veninga, Robert L. *A Case Study in Organization Development: The Role of Communication.* Ph.D. Dissertation, University of Minnesota, 1972.

Studies an organization development project in a hospital concluding that subjects tended to support those changes in management practices designed to improve interpersonal

processes. A primary weakness in the program appeared to be the lack of systematic reinforcement of newly learned behaviors. (FS)

Weinberg, Harry C. *A Model to Elicit Optimum Internal Communications in Unified School Districts.* Ed.D. Dissertation, University of the Pacific, 1973.

Develops a model for internal communications in unified school districts. Twenty-nine desirable elements of internal communication are identified, validated, and grouped into five communication levels. These equal level groups are shown in a diagrammatic-symbolic model. (FS)

ARTICLES, PAPERS, AND U.S. GOVERNMENT PUBLICATIONS

Alderfer, Clayton P. and L. Dave Brown. "Learning From Changing: An Application of Open Systems Theory to Organizational Diagnosis and Change," 437 p. U.S. Government Report TR-5, December, 1973.

Studies the progress of a four year organizational diagnosis and change project. Presents a theory of organizational research methods applicable to both basic research and diagnosis and a theory of consultation with operational example. (TC)

Arends, Richard I., *et al.* "Organization Development: Building Human Systems in Schools," Oregon University, Center for Advanced Study of Educational Administration, 1973, 52 p. ERIC ED 089 444.

Organizational development (OD) is viewed as a means for schools to improve communication, problem-solving processes, decision-making, and meeting procedures. In addition to describing OD, the publication outlines a sample OD training sequence. (PD)

Davis, Keith. "The Care and Cultivation of the Corporate Grapevine," *Dun's Review,* Vol. 102, No. 1 (1973), pp. 44-47.

Defining "cluster chain," an Arizona State management professor explains how executives should endeavor not to get rid of the grapevine but to make use of it. (PD)

Duncan, Daniel. "A Systems View of O.D." *Organizational Dynamics,* Vol. 2 (Winter 1974), pp. 15-29.

Covers practical implications and advantages of the systemic view of the organization. Organizations are analyzed in terms of structure, process, subsystems, and systems. It is helpful in defining organizational development. (TC)

Glasser, Joseph. "An Analysis of the Arbitration Procedure," *Personnel Journal,* Vol. 52, No. 11 (1973), pp. 970-976.

Reports the results of a study designed to obtain information regarding perceptions of the arbitration procedure. Members of companies and unions responded to questions in six categories concerning source, experience, cost, and speed of arbitration. (FS)

Goldman, Samuel and William Moynihan. "Strategies for Consultant-Client Interface," *Educational Technology*, Vol. 12, No. 10 (October 1972), pp. 27-30.

Outlines a conceptual framework for viewing the process by which an external change agent achieves effective connectedness with his client systems. (PD)

Greenbaum, Howard H. "The Appraisal and Management of Organizational Communication," paper presented at the Eastern Regional Meeting of the American Business Communication Association, New York City (May 4-5, 1973), 34 p. ERIC ED 089 372.

Organizational Communication is defined as a system in terms of purpose, operational procedures, and structural elements. The elements include the organization unit, networks, policies, and activities. The basic purpose of communication system appraisal is to determine whether network objectives are being achieved. The author maintains that this can be accomplished by the employment of an audit workplan. (TC)

Hain, Tony and Stewart L. Tubbs. "Organizational Development: The Role of Communication in Diagnosis, Change, and Evaluation," paper presented at the Annual Meeting of the International Communication Association, New Orleans, LA (April 1974), 15 p. ERIC ED 091 793.

Three key considerations are discussed in this paper. What is Organizational Development (OD)?" Why do organizations undertake OD efforts? What are the critical phases that make up the OD effort? There is included a communication index developed to demonstrate the relationship between communication quality and organizational performance. (TC)

Halal, William E. "Organizational Development in the Future," *California Management Review*, Vol. 16 (Spring 1974), pp. 35-42.

Future OD programs will be characterized by a comprehensive systems approach, management information systems, and a basis in science. The implications of each of these are described. (TC)

Harriman, Bruce. "Up and Down the Communications Ladder," *Harvard Business Review*, Vol. 52, No. 5 (1974), pp. 143-151.

Discusses the importance of upward and downward communications. Describes New England Telephone's "upward communications program," how the program was set up, the problems encountered, and the successes experienced. (PD)

Kilmann, Ralph H. "An Organic-Adaptive Organization: The MAPS Method," *Personnel*, Vol. 51, No. 3 (May-June 1974), pp. 35-47.

Kilmann proposed his MAPS (Multivariate analysis, participation, and structure) method of organizational design. This method includes: participative management, management by objectives, and a multivariate analysis to separate tasks into clusters. (PD)

Mather, Alan F. "ECHO: A Framework for Organization Development," *Training and Development Journal*, Vol. 27, No. 1 (January 1973), pp. 40-46.

Describes the "Employee/Corporate Human Objectives" model, with suggestions for dealing with "now generation" workers. (TC)

Newstrom, John W., *et al.* "Perceptions of the Grapevine: Its Value and Influence," *The Journal of Business Communication*, Vol. 11, No. 3 (1974), pp. 12-20.

White collar employees report, via semantic differential, how they perceive the grapevine. Implications and methodologies available to managers are included. (FS)

Partin, J. Jennings. "Emerging Perspectives About Organization Planning and Development," *Training and Development Journal*, Vol. 27, No. 1 (January 1973), pp. 8-17.

Traces the evolution of Organization Development to the present, with suggestions for viable approaches in the future. (PD)

Porter, Catherine M. and Richard A. Schmuck. "Psychological Effects of Training in Organization Development on School District Personnel in Key Line Positions," Oregon University--Eugene, Center for Advanced Study of Educational Administration, May 1963, 16 p. ERIC ED 082 370.

Assesses changes in cognitions and attitudes relative to Organizational Development (OD) goals that occurred among 65 participants attending an initial training event. One of the goals of this event was to establish widespread understanding and favorable attitudes about organizational development. (FS)

Reif, William E. "Job Redesign: A Contingency Approach," *Personnel*, Vol. 51, No. 3 (May-June 1974), pp. 18-28.

Presents an organizational audit format for job enrichment which includes job design variables, the psychosocial environment, technology variables, and management variables. Included also is a feedback loop. (PD)

Smith, David H. "The Master Symbol as a Key to Understanding Organization Communication," paper presented at the 59th Annual Meeting of the Speech Communication Association, New York City (November 8-11, 1973), 15 p. ERIC ED 084 589.

Notes that oral communication is the primary mode used by members of organizational groups to build and intercommunicate shared cultural myths and values and that organizations use common symboling and members consistently express the same values and themes. Opines that finding the master operating symbol used in intercommunication is a new and efficient way of analyzing organizational communication. (TC)

Taylor, Jack E. and Elisabeth Bertinot. "An OD Intervention to Install Participative Management in a Bureaucratic Organization," *Training and Development Journal*, Vol. 27, No. 1 (January 1973), pp. 18-21.

Reviews successes and difficulties of MBO introduction in a government unit in Texas. (FS)

———. "Organization Development: What's It All About?" *School Progress*, Vol. 41, No. 9 (September 1972), pp. 34-36.

Describes the activity of the York County (Canada) Board of Education's Organization Development Unit, designed to provide assistance for individuals or groups so that they may improve their own effectiveness. (FS)

RESEARCH METHODOLOGY IN ORGANIZATIONAL COMMUNICATION

Literature concerned with research instruments, scales, tests, needs, and validation reports.

The following topics were among those placed in this classification: field research strategies, problems and techniques, and specialized bibliographies restricted to this area.

BOOKS AND DISSERTATIONS

Bryan, Gerald. *A Semantic Content Analysis of the Responses of Participants to Selected University-Sponsored Management Development Programs.* D.B.A. Dissertation, Arizona State University, 1973.

Develops a system for converting verbal responses on an opinion survey into data capable of statistical tabulation and computation. (TC)

Crawford, Harold E. *A Descriptive Analysis of the Employee Appraisal Interview in an Industrial Organization.* Ph.D. Dissertation, University of Minnesota, 1974.

Attempts to determine how *measures* of appraisal interviews are interrelated, and to discover what dimensions underlie those relationships. (FS)

Heiss, Frederick W. *Empirical Approach to Urban Decision-Making: Theory and Practice.* Ph.D. Dissertation, University of Colorado, 1973.

Examines the empirical research approach and its present and potential relationship to urban decision-making. Findings indicate urban research faces many limitations. A model empirical approach is suggested and discussed. (TC)

Henderson, G. *Human Relations: From Theory to Practice.* Norman, OK: University of Oklahoma Press, 1974.

Presents a history and summation of the research and experimentation dealing with human relations. Included are several questionnaires for gathering data relative to human relations. (TC)

Herbst, P. G. *Socio-Technical Design: Strategies in Multidisciplinary Research.* London: Tavistock Publication, 1974.

Applies socio-technical theory to discovering and developing new organizational forms capable of responding to a changing environment and human needs. It further explores three approaches to integrating the physical and behavioral sciences. (TC)

Kanuk, Leslie. *Mail Questionnaire Response Behavior as a Function of Motivational Treatment.* Ph.D. Dissertation, The City University of New York, 1974.

Examines the motivational treatment and selective response qualities of the mail questionnaire. Findings show that response rates differ as a function of motivational treatment. A tentative model, based on obligation theory, is developed to explain trivial monetary reward and its positive effect on response rate. (FS)

Zeuschner, Jr., Richard F. *The Measurement of Communication Variables in the Small Group: Models, Instruments, and Theory.* Ph.D. Dissertation, University of California, Los Angeles, 1973.

Endeavors to add to our ability to conduct meaningful scientific inquiry into the nature of human communication in the small group setting. An original model of communication is presented. (TC)

ARTICLES, PAPERS, AND U.S. GOVERNMENT PUBLICATIONS

Byers, Burton H. "Testing Proficiency in Interpersonal Communication," *Speech and Drama,* Vol. 22, No. 2 (Summer 1973), pp. 2-7.

Discusses several hypotheses about the measurement of speech-communication proficiency being tested at the University of Hawaii and a testing instrument entitled "Dy Com" (dyadic communication). (LS)

Falcione, Raymond L. "The Factor Structure of Source Credibility Scales for Immediate Superiors in the Organization Context," *Central States Speech Journal,* Vol. 25, No. 1 (Spring 1974), pp. 63-66.

Investigates the generalizability of source credibility scales in organizational contexts. Semantic differential scales were submitted to subordinates across three different types of organizations. Results indicate four meaningful and statistically independent dimensions of source credibility for immediate superiors. (FS)

Hellriegel, Don and John W. Slocum. "Organizational Climates: Measures, Research, and Contingencies," *Academy of Management Journal,* Vol. 17 (June 1974), pp. 255-280.

The work on organizational climate is critically and thoroughly reviewed. A contingency approach is proposed, various measures are discussed, and the studies are reviewed. (TC)

Hickson, Mark. "Participation-Observation Technique in Organizational Communication Research," *The Journal of Business Communication,* Vol. 11, No. 3 (Spring 1974), pp. 37-42.

Maintains that one of the most useful tools for studying organizational communication is the participant observer technique. Using this research technique, the investigator has the capability of gaining information that may not be readily uncovered using other methods. Advantages and disadvantages are discussed. (TC)

Gallagher, C. A. "Perceptions of the Value of a Management Information System," *Academy of Management Journal*, Vol. 17 (March 1974), pp. 46-55.

An empirical test demonstrates the feasibility of a new method for determining the monetary value of an MIS. Shows that information value is enhanced by participation in report design and is related to organizational position. (FS)

Greenbaum, Howard H. "The Audit of Organizational Communication," *Academy of Management Journal*, Vol. 17 (December 1974), pp. 739-754.

A conceptual and methodological structure is presented for the examination of communication processes in organizations. Components of the communication system are identified, a taxonomical table of activities is suggested, and an audit program is outlined. (TC)

Mason, Richard O. and Ian I. Mitroff. "A Program for Research on Management Information Systems," *Management Science*, Vol. 19, No. 5 (January 1973), pp. 475-487.

Suggests a program of research in Management Information Systems (MIS) by means of identifying five general considerations for any MIS design: psychological type, class of problem, method of evidence, organizational context, and mode of presentation. Argues that a full program of MIS research should test the interaction effects of all possible combinations of these variables. (TC)

Morano, Richard A. "Opinion Surveys: The How-tos of Design and Application," *Personnel*, Vol. 51, No. 5 (September-October 1974), pp. 8-15.

This is a "how-to" article on opinion surveys. Discussed are ideas on appropriate sampling techniques, selecting scales, writing questions, and how to administer the survey. Contends that opinion surveys can help improve employee morale by analyzing such factors as communication. (PD)

Pace, R. Wayne. "Organizational Associates: So You Want to be a Consultant?" paper presented at the Annual Meeting of the Central States Speech Association, Minneapolis (April 1973), 9 p. ERIC ED 077 045.

Identifies the types of information which should be retained and analyzed by the efficient communications consultant. Describes the Organizational Associates, a consulting group of

university-affiliated educators who conduct on-the-premises process consultations, workshops, training programs, and communications audits. (PD)

Roberts, Karlene H. and Charles A. O'Reilly, III. "Some Problems In Measuring Organizational Communication," U.S. Government Report TR-2, California University, Berkeley Institute of Industrial Relations, May 1973.

Discusses problems in mapping out the domain of organizational communication and measuring the components of communication in organizations. (FS)

Schuh, Allen J. "An Alternative Questionnaire Strategy for Conducting Cross-Cultural Research on Managerial Attitude," *Personnel Psychology*, Vol. 27 (Autumn 1974), pp. 95-102.

Avoiding the paradoxes of single questionnaire strategies, Schuh correlates Filipino and American managers' job-related attitudes (including communication predispositions) to country of origin and basic cultural differences among Filipino and American college students. (FS)

Smits, Stanley J. "Counselor Job Satisfaction and Employment Turnover in State Rehabilitation Agencies: A Follow-Up Study," *Journal of Counseling Psychology*, Vol. 19, No. 6 (November 1972), pp. 512-517.

Demonstrates the predictive validity of the Job Satisfaction Inventory which is used as the criterion variable in a study conducted to assess supervisory practices in State Rehabilitation agencies. (FS)

Wadell, Bergitta and Bertil Naslund. "Doctoral Research and Practical Management," *European Training*, Vol. 2 (1973), pp. 117-128.

Although management research has produced considerable data, only a small percentage has ever been applied. Too much time elapses between research and application, if any. A new "Dr. of Management," recommended here, would act as a change agent. (PD)

Witkin, Belle Ruth and Kent G. Stephen. "A Fault Tree Approach to Analysis of Organizational Communication Systems," paper presented at the Annual Meeting of the Western Speech Communication Association, Honolulu (November 18-21, 1972), 41 p. ERIC ED 081 039.

Fault Tree Analysis (FTA) is a method of examining communication in an organization. FTA provides a step-by-step description of possible failure events within a communication system and the interactions (the combination of potential occurrences) which could result in a predetermined undesirable event. (TC)

TEXTS, ANTHOLOGIES, REVIEWS, AND GENERAL BIBLIOGRAPHIES

Literature relative to organizational communication that may be regarded as a text, collection of outstanding writings, or general bibliography.

Includes interpretative literature reviews relevant to the nature of the field, overviews of writings and research, shortcomings of research, etc.

Excludes texts, anthologies, reviews, and bibliographies devoted to only one of the other classifications. Such specialized works are classified under the particular area concerned.

BOOKS AND DISSERTATIONS

Bobbitt, Jr., H. R., *et al. Organizational Behavior: Understanding and Prediction.* Englewood Cliffs, NJ: Prentice-Hall, 1974.

Intended as an introductory graduate text for students with little or no background in the behavioral sciences. The section on communication system covers the traditional five man paper-passing groups. (TC)

Carter, Robert M. *Communication in Organization: An Annotated Bibliography and Sourcebook.* Detroit: Gale Research Company, Book Tower, 1972.

Includes references to all communication-related literature of interest to the practicing manager and the student of communication. Books, portions of books, dissertations, and periodical articles are grouped into nine major sections including theories, barriers, direction, media, change, evaluation, and bibliographies. (PD)

Goldhaber, Gerald M. *Organizational Communication.* Dubuque, IA: William C. Brown, 1974.

Concentrates on the speech communication aspects of organizational communication. This book has several innovations including chapters on nonverbal communication, designing field research, and conducting field research. The style makes the book quite readable for students without "talking down." A number of pictures are used to illustrate points. (TC)

Himstreet, William C. and Wayne M. Baty. *Business Communications.* Belmont, CA: Wadsworth, 1973.

Emphasizes writing in the business community. Begins with a model of communication (Shannon-Weaver) followed by a discussion of the managerial considerations in business writing. Major appendices are included on grammar, mechanics, and appearance. (PD)

Huseman, Richard D., Cal M. Logue, and Dwight Freshly. *Readings in Interpersonal and Organizational Communication.* Boston: Holbrook, Second Edition, 1973.

This popular book of basic readings in organizational and interpersonal communication has been improved in its second edition. The same positive attributes are included here that were in the first edition; however, new articles have been added by Joseph Zima, Richard Huseman, Cal Logue, James Lahiff, and others. (TC)

Janis, J. Harold. *Writing and Communication in Business.* New York: Macmillan, 1973.

In addition to covering traditional principles of business communication, this book includes sections on oral communication, persuasion, and ethics. The appendix of this text contains a manual of style. (PD)

Lillico, T. M. *Managerial Communication.* Oxford, England: Pergamon Press, 1972.

An introduction to communication theory as applied to the organization that contains many explanatory graphs and illustrations, as well as an appendix with several model questionnaires and differential scales. (PD)

Maier, N. R. F. *Psychology in Industrial Organizations.* Boston, MA: Houghton Mifflin, 1974.

Designed as a text for courses in industrial and organizational psychology. Covers the psychology of attitudes, morale and group processes, supervisory style, and training in organizations. (TC)

McGuire, J. W. (Ed.) *Contemporary Management: Issues and Viewpoints.* Englewood Cliffs, NJ: Prentice-Hall, 1974.

Although only one chapter is devoted to "Communication and Information Systems," considerable space is given to organizational change, leadership, decision-making, control, power, authority, etc. (TC)

McIntosh, Donal W. *Techniques of Business Communication.* Boston, MA: Holbrook, 1972.

Contains some theory, but it is primarily a "how-to" book. The last two chapters (external communications, and internal communications) provide an approach outside the traditional business writing approach. Appendices on job interviews and dictation are included also. (PD)

Mills, Ernest. *Listening: Key to Communication.* New York: Petrocelli, 1974.

Concerned with the importance of listening in the

communication process, relying heavily on examples of application within the business organization. For the classroom, each chapter is supplemented with application exercizes. (PD)

Murphy, Herta and Charles E. Peck. *Effective Business Communications*. New York: McGraw-Hill, 1972.

Includes a chapter on nonverbal communication but is primarily intended for business writing students. Appendices are included on the legal aspects of business communications, mechanics, and style. (PD)

Nadeau, R. E. *Speech Communication: A Career-Education Approach*. Reading, MA: Addison-Wesley Publishing Company, 1974.

Focuses on the communication requirements of everyday life, especially those encountered in face-to-face communication on the job. Some of the considerations are with interviewing, conferences, informative briefing, and persuasive proposals. (PD)

Ofshe, Richard J. *Interpersonal Behavior in Small Groups*. Englewood Cliffs, NJ: Prentice-Hall, 1973.

A readings textbook that takes an interdisciplinary approach to interpersonal behavior in small groups. Particular emphasis is given to the sociological aspects of group processes. (PD)

Reid, James M. and Robert M. Wendlinger. *Effective Letters: A Program for Self-Instruction*. New York: McGraw-Hill, 1973.

A programmed guide for the individual to study business-letter writing, including sections on application letters, sales letters, and letter forms. (PD)

Stogdill, R. M. *Handbook of Leadership: A Survey of Theory and Research*. New York: The Free Press, 1974.

Represents an organized inventory of all published research findings on leadership, presenting results and conclusions to be drawn from the accumulated evidence. More than 3,000 books and articles have been organized into 40 major topics. (TC)

Ulman, Joseph N., Jr. and Jay R. Gould. *Technical Writing*. New York: Holt, Rinehart, and Winston, 1972.

A textbook on writing proposals containing numerous examples and illustrations. (PD)

Vardaman, George T. and Patricia Black Vardaman. *Communication in Modern Organizations*. New York: John Wiley and Sons, 1973.

Covers the preparation of such traditional documents as memoranda, proposals, letters, and reports. Especially notable is the inclusion of sections on systems theory, accompanied by numerous charts and diagrams. (PD)

Weeks, Francis W. *Principles of Business Communication.* Champaign, IL: Stipes Publishing Company, 1973.

A business writing textbook that emphasizes the persuasive aspects of writing. A chapter is included on resumes and job application letters. The book may be used in combination with the author's casebook. (PD)

Weeks, Francis W. and Richard A. Hatch. *Business Writing Cases and Problems.* Champaign, IL: Stipes Publishing Company, 1972.

Provides basic tips for business writing. Cases and problems are presented on letters, memoranda, and reports. These cases and problems may be used in combination with other textbooks. (PD)

Weitz, Shirley. (Ed.) *Nonverbal Communication: Readings with Commentary.* New York: Oxford University Press, 1974.

Twenty-two readings in five areas of nonverbal communication include works by Birdwhistell, Dittman, Scheflen, Simmer, Hall, Exline, and Kendon. Essays include consideration for proxemics, small group ecology, facial-affect, expressive movements, and feelings. (PD)

Wolf, Morris P. and Robert R. Aurner. *Effective Communication in Business.* Cincinnati, OH: South-Western, 1974.

A textbook for courses in written communication with a number of features that make the book quite useful. Color and print style are used effectively to emphasize points. (PD)

ARTICLES, PAPERS, AND U.S. GOVERNMENT PUBLICATIONS

DeCharms, Richard and Robert L. Hamblin. "Structural Factors and Individual Needs in Group Behavior," U.S. Government Final Report, Washington University, St. Louis, MO, March 1972.

A final report on the behavior of individuals in groups is in the form of a list of sixteen published papers, twenty-one technical reports, and eleven theses. (TC)

Farace, Richard V. and Donald McDonald. "New Directions In The Study of Organizational Communications," *Personnel Psychology*, Vol. 27 (Spring 1974), pp. 1-15.

Organizes knowledge of organizational communications around three dimensions--structure, function, and system level. Concepts useful to the study of organizational communications are reviewed and implications for further research are offered. (TC)

Pietri, Paul, *et al.* "Organizational Communication: An Historical Survey," *The Journal of Business Communication*, Vol. 12 (Summer 1974), pp. 3-25.

Some of the historical tributaries for organizational communication are traced through the 1960s. Communication is described as a framework for analyzing all human behavior. (PD)

Roberts, Karlene H., Charles A. O'Reilly, III, Gene Bretton, and Lyman W. Porter. "Organizational Theory and Organizational Communication: A Communication Failure," U.S. Government Report TR-3, California University, Berkeley Institute of Industrial Relations, May 1973.

Discusses the different approaches to organizational theory and notes the research implied by each specific approach. The theoretical views are drawn together to suggest one perspective from which future organizational communication research might be considered. (TC)

Stacks, Don W. "Organizational Communication: A Survey of Publications," *Journal of Applied Communications Research*, Vol. 2 (Summer-Fall 1974), pp. 67-74.

Describes a survey of members of the International Communication Association to determine the status and deficiencies of publications in the field of organizational communication. The *Journal of Communication* and *The Journal of Business Communication* were found to be the most beneficial. (FS)

Walsh, Ruth M., *et al.* "Business Communications, A Selected, Annotated Bibliography," *The Journal of Business Communication*, Vol. 11, No. 1 (1973), pp. 65-112.

This bibliography focuses on business writing. Most entries are annotated. (PD)